

State of New Jersey

Department of Children and Families



New Jersey Task Force on Child Abuse and Neglect
Staffing and Oversight Review Subcommittee

FIRST ANNUAL REPORT

To

Governor Jon Corzine

And

The New Jersey Legislature

For the period

February 20, 2007 - JUNE 30, 2007

As required under
P.L. 2006, Chapter 47

New Jersey Task Force on Child Abuse and Neglect
Staffing Oversight and Review Subcommittee
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INTRODUCTION

On July 11, 2006, P.L. 2006, Chapter 47 was enacted which established the Department of Children and Families. This law amended numerous statutes in order transfer a number of functions from the Department of Human Services to this new department, including the New Jersey Task Force on Child Abuse and Neglect (“Task Force”). The bill also expanded the responsibilities and membership of the Task Force. Further, the law included provisions whereby the Division of Youth and Family Services Staffing and Outcome Review Panel established under N.J.S.A.30:4C-3.1 et seq. was dissolved and its roles and functions were assumed by the Task Force through the creation of a Staffing and Oversight Review Subcommittee. The charge of this subcommittee is to review staffing levels of the Division of Youth and Family Services in order to develop recommendations regarding staffing levels and the most effective methods of recruiting, hiring and retaining staff within the division. In addition, the subcommittee shall review the Division’s performance in the achievement of management and client outcomes. On February 1, 2007, Governor Corzine appointed 29 members to the Task Force. The Commissioner of Children and Families designated members of the Staffing Oversight and Review Subcommittee. Debra Gise Jennings was named Chair and Cecilia Zalkind, Vice Chair.

SUBCOMMITTEE PROCEEDINGS

The first meeting of the Staffing Oversight and Review Subcommittee (SORS) was held on February 20, 2007 and a second meeting was held on May 23, 2007. At the first meeting, members were introduced and received a presentation on the Staffing and Outcomes Obligations of the Department of Children and Families (DCF), including an update on the status of DCF in achieving the Division of Youth and Family Services’ (DYFS) Caseload Standards from Molly Armstrong, Director of Policy and Planning. This presentation highlighted the following information and data:

- ▶ Developing DYFS Caseload Standards. Caseload standards were developed based on the historical data on referrals and are being phased in over time with new targets every six months. From December 2006 through December 2008, targets are focused on averages per office. After 2008, as required by Phase II of the Children Rights suit settlement agreement, the targets focus on the caseloads of individual staff members.
- ▶ Caseload Standards as of December 2006. The caseload standards are based on the type of staff per office. The

standards for December 2006 were: 10 new referrals & 15 families per intake staff person (12 families by June 2008); 10 children in out of home placement and 15 families per permanency staff person (12 families by June 2008); and 18 children per adoption staff person (15 by December 2008). Supervisory staff targets were 1 staff person for every five caseload-carrying staff (including trainees).

- Established Targets for Meeting Caseload Standards. The targets for meeting the caseload standards have been set as follows:

TYPE OF STAFF	DYFS TARGETS % OF OFFICES MEETING STANDARDS				
	Dec. '06	June '07	Dec. '07	June '08	Dec. '08
Intake	42%	58%	63%	74%	95%
Permanency	60%	79%	95%	95%	95%
Adoption	35%	60%	81%	95%	95%

At both of the meetings held, DCF staff provided data reports on the status of its efforts to achieve the caseload standards. According to Caseload Overview reports dated December 2006 (see Attachments and March 2007 (see Attachment), DYFS was able to meet and exceed the targets areas by December 2006 and continue to exceed in some of the target areas as of March 31, 2007. The status of achieving the targets is summarized below:

TYPE OF STAFF	Actual % OF OFFICES MEETING STANDARDS	
	Dec. '06	March '07
Intake	65%	60%
Permanency	60%	71%
Adoption	65%	68%

New Jersey has also established a standard for supervision of caseload-carrying staff of one (1) supervisor for every five (5) staff. The target for December 2006 was 80% and the target for June 2007 is 85%. New Jersey has two levels of supervision - supervisors who provide direct supervision to caseload carrying staff and casework supervisors who supervise these supervisors. When there is an absence or a vacancy in a supervisor position, the casework supervisor may provide direct supervision to staff. In December 2006, both levels of supervisors were included in measuring the ratio of New Jersey's compliance and New Jersey stood at 95%. In March 2007, in agreement with the monitor, New Jersey measured compliance utilizing only supervisors and compliance stood at 65%.

Staff Recruitment, Retention And Turnover

DCF staff provided information regarding the hiring and recruitment of DYFS staff. DCF staff reported that 252 Family Service Specialist Trainees have been hired in 2007 and 583 were hired in 2006. As of the May 23, 2007 meeting there were 2,567 caseworkers and 93 vacancies for a vacancy rate of 3.5%. Approximately 30 workers leave the agency per month. The separation rate for the 12 months ended October 2006 was 10.8% compared to 14.0% for the previous twelve months. The current rate is 10.3%. In 2006, DYFS received approximately 6,000 resumes for Family Service Specialist Trainee positions. Hiring priority was given to individuals with Bachelors or Masters Degrees in Social Work. After screen and ranking applicants, DCF hosts regional 'job fests' every two months for in-person interviews with 40-80 potential candidates. Local Office representatives are given an opportunity to meet and interview potential candidates. If candidates receive positive reviews during the interview process, a background check, including criminal and child abuse record checks, is conducted. Once candidates pass the background check, they are placed in an eligibility pool according to their geographical preference and interests. Currently there are approximately 450 candidates in the hiring pool.

DCF has implemented an exit interview policy that is being used to a greater extent than in the past. Currently exit interviews are offered departing employees in several ways – an on-line questionnaire, printed questionnaire, or via an oral interview with the local office manager or a representative from Human Resources. Local office manager are to use an exit checklist of the information to be provided to employees who are leaving DYFS, including offering an exit interview. The Division does not collect employee satisfaction data and does not conduct a detailed analysis of its exit interview data.

Staff Development and Training

DCF staff provided information on the NJ Child Welfare Training Academy. All new workers are required to receive a 162-hour Pre-Service training: Family and Community Engagement Training within two weeks of their start date. The curriculum includes a total of 11 modules. Some of the topics covered include: Understanding Child Welfare in New Jersey, Taking Care of Yourself, Computer Applications, Self-Aware Practitioner, Focusing on Families: From Screening to Closure, Engagement and Interpersonal Helping Skills, Child Development, Identifying Abuse and Neglect, Assessing Safety and Risk, Facilitating Change and Structured Decision Making. At the end of

each module, participants are tested to evaluate their understanding and retention of information. Cohorts, averaging twenty candidates, participate in 27 days of classroom instruction and 21 days of field training at the local office.

Within the first year of employment, new hires must also complete four additional training modules including: Concurrent Planning (3-day training), Substance Abuse (on-line training), Identifying Sexual Abuse and Sexual Abuse Indicators (4-day training) and Parental High Risk Indicators (domestic violence, substance abuse and mental health) (2 Days). Child Protective Services: First Responders in Child Welfare is training for staff currently performing intake functions and investigations. This training began September 2006. All existing staff must complete this training and pass a competency exam by June 2007.

Newly promoted supervisors must complete the Supervisory Practices in Child Welfare Training Series. The 189 supervisors promoted prior to December 2006 must complete training by June 2007. Supervisors promoted since January 1, must complete 40 hours of training within 3 months of promotion. This curriculum is a total of 88 hours and there are 4 training domains in this series. This training was implemented in October 2006. Concurrent Planning training is mandatory for all staff. The training is delivered in partnership with Rutgers – School of Social Work. It is a conceptual and hands-on training including traditional classroom instruction and teleconferencing technology. Rutgers staff visits the local office to provide the coaching and mentoring training to help staff develop skills to engage the family and develop a plan for the family. This process began in January 2007.

The Child Welfare Training Academy is providing additional training through partnerships between DCF and the schools of social work at New Jersey colleges and universities. The NJ Partnership for Public Welfare will develop and offer on-going professional development courses specifically tailored to DYFS personnel. As of 2007, all supervisors and workers are required to take twenty hours of training per year and beginning in 2008 the requirement will be increased to forty hours.

Data provided on staff participation in New Jersey Child Welfare Training Academy trainings are as follows:

COURSE TITLE	2005	2006	Difference + / -
Pre Service: Family and Community Engagement Training	249	711	462
Supervisory Practices in Child Welfare Training	1,114	44	-1,070
PRIDE (Parent Resources for Information, Development, and Education)	159	222	63
Foundation Courses (Risk Indicators, Sex Abuse Identification & Investigation, Substance Abuse)	2,025	3,765	1,740
Resource Family In Service Training	213	618	405
Concurrent Planning	0	2,499	2,499
First Responders in Child Welfare	0	150	150
TOTAL	3,760	8,009	4,249

College/University Study Programs. The Public Welfare Intensive Weekend Masters Program (61 participants) is a 3-year program at Rutgers – School of Social Work where students attend classes one weekend a month, Friday through Sunday, to earn their MSW degree while working at DYFS. The coursework is the general MSW program coupled with child welfare and human services management. The Baccalaureate Child Welfare Education Program (70 participants) offers undergraduate students pursuing social work an internship at DYFS during their senior year, where they receive a stipend, attend special classes geared toward child welfare, and, after completing the program, will have a promise of employment at DYFS. Students must commit to work at DYFS for at least 2 years after graduating from these programs. The Montclair State University Child Advocacy Certification Program (45 Participants) is a 15-credit post Bachelors degree program offering specialized courses created for individuals working in child welfare.

Subcommittee Goals for 2007 - 2008

During this past year, DCF has been able to put into place additional data collection and reporting systems. Receipt of timely and accurate data will be important to the subcommittee's work going forward, as the subcommittee continues to monitor and make recommendations relative to caseload standards, staff retention, staff development, and outcomes for children and families.

The Staffing Oversight and Review Subcommittee has preliminarily determined that it will focus its efforts in the monitoring of and making recommendations, where needed, in the following areas:

1. Progress toward achieving the rigorous targets of the DYFS Caseload Standards;
2. Levels of staffing, including the effectiveness of recruitment and retention strategies;
3. Implementation of substantive professional development opportunities and requirements for caseworkers and supervisors;
4. Status of legally-free children;
5. Development of resource families and necessary supports for kinship and resource families;
6. Services for youth aging out of foster care; and,
7. Quality and availability of services in the following areas:
 - ❖ Parent-child visitation and sibling visitation,
 - ❖ Behavioral and emotional health services,
 - ❖ Substance abuse treatment,
 - ❖ Housing,
 - ❖ In-home treatment services,
 - ❖ Parent education, and,
 - ❖ Residential treatment services for children.
 - ❖ Review of outcomes data for children in DCF systems, including outcomes data evaluating the effectiveness of the new training modules.

The members of the Staffing and Oversight Review Subcommittee of the New Jersey Task Force on Child Abuse and Neglect appreciate this opportunity to provide an overview of its proceedings over the last four months and its goals and activities for the coming period. Your comments and responses are a welcome addition to the Subcommittee's work.

New Jersey Task Force on Child Abuse and Neglect
Staffing and Oversight Review Subcommittee
FIRST ANNUAL REPORT
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ATTACHMENTS

<u>Caseload Data by Office*</u>	<u>Attachment</u>
December 2006 Office Staffing Levels	A
December 2006 Intake Workloads	B
December 2006 Permanency Workloads	C
December 2006 Adoption Workloads	D
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*Provided by Department of Children and Families Office of Policy and Planning.

ATTACHMENT A

December 2006	Active Caseload Carrying			Other Staff				Total
Local Office	Intake	Permanency	Adoption	Impact	Trainees with Cases	Trainees without Cases	Staff on Leave	TOTAL
Atlantic	21	34	7	0	2	4	0	68
Bergen Central	11	18	4	0	6	0	1	40
Bergen South	21	30	5	0	7	1	0	64
Burlington East	13	30	2	0	8	1	0	54
Burlington West	14	24	3	0	8	1	2	52
Camden Central	15	37	6	0	2	4	1	65
Camden East	19	33	4	0	7	1	2	66
Camden North	12	42	4	0	1	2	1	62
Camden South	16	27	4	2	4	3	3	59
Cape May	9	23	3	0	2	2	0	39
Cumberland	21	35	4	0	6	4	6	76
Essex Central	17	47	5	0	0	3	2	74
Essex North	13	21	5	0	3	10	5	57
Essex South	14	29	4	0	2	9	0	58
Newark Center City	13	28	0	0	13	7	2	63
Newark Northeast	20	50	0	0	3	5	1	79
Newark South	11	44	0	0	5	2	1	63
Newark West	0	0	37	0	0	3	0	40
Gloucester East	9	20	1	0	2	4	0	36
Gloucester West	11	20	3	0	6	3	0	43
Hudson Central	10	21	3	0	4	6	2	46
Hudson North	13	17	3	0	8	1	1	43
Hudson South	14	21	3	0	1	2	2	43
Hudson West	12	15	3	0	6	2	0	38
Hunterdon	4	6	1	0	2	2	2	17
Mercer North	13	27	5	0	6	5	1	57
Mercer South	13	29	4	0	7	4	0	57
Middlesex Central	6	14	10	0	3	3	2	38
Middlesex Coastal	18	59	0	0	7	1	2	87
Middlesex West	26	42	5	0	3	2	0	78
Monmouth North	20	24	5	0	4	7	0	60
Monmouth South	15	28	5	0	7	2	0	57
Morris	21	22	5	0	15	4	0	67
Ocean North	21	31	6	0	8	4	0	70
Ocean South	17	30	5	0	7	5	0	64
Passaic Central	20	30	4	0	2	6	1	63
Passaic North	20	14	2	0	14	4	0	54
Salem	11	22	6	0	0	9	1	49
Somerset	12	10	3	0	9	4	0	38
Sussex	9	9	2	0	5	3	0	28
Union Central	10	25	4	0	1	4	2	46
Union East	13	35	7	0	2	4	2	63
Union West	14	22	8	0	7	0	1	52
Warren	12	10	2	0	0	4	0	28
Statewide	624	1155	202	2	215	157	46	2401

ATTACHMENT B

Intake

December 2006	Workload		Avg Assignments	Avg Families	Met Intake Std
	Assignments	Families			Interim: 15 families/10 new assignments
Atlantic	140	185	7	9	Yes
Bergen Central	77	171	7	16	No
Bergen South	129	221	6	11	Yes
Burlington East	70	284	5	22	No
Burlington West	128	234	9	17	No
Camden Central	65	83	4	6	Yes
Camden East	76	178	4	9	Yes
Camden North	40	86	3	7	Yes
Camden South	73	265	5	17	No
Cape May	51	123	6	14	Yes
Cumberland	90	461	4	22	No
Essex Central	88	216	5	13	Yes
Essex North	57	127	4	10	Yes
Essex South	47	96	3	7	Yes
Newark Center City	48	269	4	21	No
Newark Northeast	56	257	3	13	Yes
Newark South	41	147	4	13	Yes
Newark West					
Gloucester East	58	216	6	24	No
Gloucester West	53	115	5	10	Yes
Hudson Central	42	178	4	18	No
Hudson North	74	189	6	15	Yes
Hudson South	74	285	5	20	No
Hudson West	53	166	4	14	Yes
Hunterdon	18	49	5	12	Yes
Mercer North	67	182	5	14	Yes
Mercer South	71	103	5	8	Yes
Middlesex Central	38	85	6	14	Yes
Middlesex Coastal	103	123	6	7	Yes
Middlesex West	150	175	6	7	Yes
Monmouth North	105	268	5	13	Yes
Monmouth South	94	283	6	19	No
Morris	144	458	7	22	No
Ocean North	130	320	6	15	Yes
Ocean South	69	322	4	19	No
Passaic Central	100	277	5	14	Yes
Passaic North	118	277	6	14	Yes
Salem	39	158	4	14	Yes
Somerset	75	360	6	30	No
Sussex	74	129	8	14	Yes
Union Central	39	170	4	17	No
Union East	80	156	6	12	Yes
Union West	67	149	5	11	Yes
Warren	95	294	8	25	No
Statewide					65%

ATTACHMENT C

Permanency

December 2006	Workload				Met Perm Std
	Local Office	Families	Children Placed	Avg Families	Avg Children Placed
Atlantic	493	186	15	5	Yes
Bergen Central	231	82	13	5	Yes
Bergen South	437	186	15	6	Yes
Burlington East	449	172	15	6	Yes
Burlington West	380	92	16	4	No
Camden Central	330	134	9	4	Yes
Camden East	568	172	17	5	No
Camden North	455	161	11	4	Yes
Camden South	411	132	15	5	Yes
Cape May	307	109	13	5	Yes
Cumberland	589	263	17	8	No
Essex Central	595	307	13	7	Yes
Essex North	469	125	22	6	No
Essex South	432	105	15	4	Yes
Newark Center City	641	294	23	11	No
Newark Northeast	536	316	11	6	Yes
Newark South	978	410	22	9	No
Newark West					
Gloucester East	226	85	11	4	Yes
Gloucester West	247	82	12	4	Yes
Hudson Central	435	140	21	7	No
Hudson North	292	86	17	5	No
Hudson South	361	140	17	7	No
Hudson West	168	73	11	5	Yes
Hunterdon	57	40	10	7	Yes
Mercer North	443	154	16	6	No
Mercer South	347	127	12	4	Yes
Middlesex Central	126	42	9	3	Yes
Middlesex Coastal	611	222	10	4	Yes
Middlesex West	449	179	11	4	Yes
Monmouth North	422	255	18	11	No
Monmouth South	334	192	12	7	Yes
Morris	418	105	19	5	No
Ocean North	592	251	19	8	No
Ocean South	335	125	11	4	Yes
Passaic Central	345	232	12	8	Yes
Passaic North	209	92	15	7	Yes
Salem	277	108	13	5	Yes
Somerset	205	86	21	9	No
Sussex	145	58	16	6	No
Union Central	439	143	18	6	No
Union East	419	156	12	4	Yes
Union West	336	186	15	8	Yes
Warren	227	73	23	7	No
Statewide					60%

ATTACHMENT D

Adoption

December 2006	Workload		Met Adoption Std
Local Office	Children Under Supervision	Avg Children Supervised	Interim: 18 children
Atlantic	102	15	Yes
Bergen Central	79	20	No
Bergen South	99	20	No
Burlington East	56	28	No
Burlington West	75	25	No
Camden Central	60	10	Yes
Camden East	37	9	Yes
Camden North	65	16	Yes
Camden South	46	12	Yes
Cape May	56	19	No
Cumberland	96	24	No
Essex Central	152	30	No
Essex North	88	18	Yes
Essex South	40	10	Yes
Newark Center City			
Newark Northeast			
Newark South			
Newark West	652	18	Yes
Gloucester East	21	21	No
Gloucester West	61	20	No
Hudson Central	87	29	No
Hudson North	41	14	Yes
Hudson South	39	13	Yes
Hudson West	41	14	Yes
Hunterdon	20	20	No
Mercer North	119	24	No
Mercer South	59	15	Yes
Middlesex Central	160	16	Yes
Middlesex Coastal			
Middlesex West	47	9	Yes
Monmouth North	89	18	Yes
Monmouth South	51	10	Yes
Morris	88	18	Yes
Ocean North	95	16	Yes
Ocean South	99	20	No
Passaic Central	67	17	Yes
Passaic North	62	31	No
Salem	104	17	Yes
Somerset	35	12	Yes
Sussex	34	17	Yes
Union Central	64	16	Yes
Union East	115	16	Yes
Union West	134	17	Yes
Warren	32	16	Yes
Statewide			65%

ATTACHMENT E

Supervisory Staff Dec 2006	Supervising Family Service Specialist 2 (SFSS2)	SFSS2 on leave	Supervising Family Service Specialist 1 (SFSS1)	SFSS1 on leave	TOTAL	Active & Trainees	Ratio	Compliance (1=Yes)
Atlantic	13	0	5	0	18	68	4	1
Bergen Central	9	0	3	0	12	39	3	1
Bergen South	12	1	4	0	15	64	4	1
Burlington East	12	0	3	0	15	54	4	1
Burlington West	11	0	3	0	14	50	4	1
Camden Central	13	1	5	0	17	64	4	1
Camden East	14	0	5	0	19	64	3	1
Camden North	14	0	5	0	19	61	3	1
Camden South	13	0	4	0	17	54	3	1
Cape May	7	0	3	0	10	39	4	1
Cumberland	13	0	4	0	17	70	4	1
Essex Central	11	0	4	0	15	72	5	1
Essex South	7	1	5	0	11	52	5	1
Essex North	11	0	4	0	15	58	4	1
Newark Center City	11	0	3	0	14	61	4	1
Newark Northeast	12	0	4	0	16	78	5	1
Newark South	14	0	3	0	17	62	4	1
Newark West	11	0	4	0	15	40	3	1
Gloucester East	6	0	3	0	9	36	4	1
Gloucester West	8	0	2	0	10	43	4	1
Hudson Central	9	0	3	0	12	44	4	1
Hudson North	8	0	3	0	11	42	4	1
Hudson South	9	0	3	0	12	41	3	1
Hudson West	9	0	3	0	12	38	3	1
Hunterdon	4	0	1	0	5	15	3	1
Mercer North	9	1	4	0	12	56	5	1
Mercer South	11	0	4	0	15	57	4	1
Middlesex Central	6	0	5	0	11	36	3	1
Middlesex Coastal	13	2	4	0	15	85	6	0
Middlesex West	12	0	3	0	15	78	5	1
Monmouth North	12	0	4	0	16	60	4	1
Monmouth South	11	0	4	0	15	57	4	1
Morris	10	2	4	0	12	67	6	0
Ocean North	14	0	5	0	19	70	4	1
Ocean South	11	0	5	0	16	64	4	1
Passaic Central	13	0	5	0	18	62	3	1
Passaic North	9	1	4	0	12	54	5	1
Salem	9	0	2	0	11	48	4	1
Somerset	8	0	2	0	10	38	4	1
Sussex	5	0	2	0	7	28	4	1
Union East	10	0	3	0	13	44	3	1
Union West	11	1	5	0	15	61	4	1
Union Central	8	0	4	0	12	51	4	1
Warren	5	1	2	0	6	28	5	1
STATEWIDE	443	10	158	0	591	2353	4	42

95%

ATTACHMENT F**CASE-LOADING CARRYING STAFF**

STAFF - MARCH 2007	Intake	Permanency	Adoption	TOTAL
Atlantic East	15	17	5	37
Atlantic West	10	13	2	25
Bergen Central	14	15	5	34
Bergen South	19	33	5	57
Burlington East	14	29	4	47
Burlington West	11	23	4	38
Camden Central	15	38	6	59
Camden East	19	34	4	57
Camden North	12	40	4	56
Camden South	16	27	4	47
Cape May	7	20	2	29
Cumberland East	7	11	4	22
Cumberland West	13	21	0	34
Essex Central	16	36	12	64
Essex North	14	25	5	44
Essex South	13	27	5	45
Newark Center City	15	27	0	42
Newark Northeast	17	52	0	69
Newark South	8	40	0	48
Newark West/Adoption	0	0	33	33
Gloucester East	11	15	2	28
Gloucester West	10	18	3	31
Hudson Central	11	21	5	37
Hudson North	14	19	4	37
Hudson South	14	17	3	34
Hudson West	12	19	4	35
Hunterdon	4	7	1	12
Mercer North	15	28	6	49
Mercer South	17	27	4	48
Middlesex Central	9	12	9	30
Middlesex Coastal	17	59	0	76
Middlesex West	25	42	4	71
Monmouth North	18	26	5	49
Monmouth South	16	28	5	49
Morris	24	20	6	50
Ocean North	21	33	7	61
Ocean South	22	28	5	55
Passaic Central	20	33	5	58
Passaic North	17	19	3	39
Salem	11	21	6	38
Somerset	12	12	2	26
Sussex	10	13	2	25
Union Central	10	28	4	42
Union East	13	31	8	52
Union West	14	25	7	46
Warren	11	11	1	23
TOTALS	633	1140	215	1988

ATTACHMENT G

CASELOAD COMPLIANCE OVERVIEW

MARCH 2007	Intake	Perm	Adopt	Supervisor Ratio
Atlantic East	Yes	Yes	Yes	Yes
Atlantic West	Yes	Yes	Yes	Yes
Bergen Central	No	Yes	Yes	Yes
Bergen South	Yes	Yes	No	Yes
Burlington East	No	Yes	Yes	Yes
Burlington West	Yes	Yes	Yes	Yes
Camden Central	Yes	Yes	Yes	Yes
Camden East	Yes	No	Yes	Yes
Camden North	Yes	Yes	Yes	Yes
Camden South	No	No	Yes	Yes
Cape May	No	Yes	No	Yes
Cumberland East	No	Yes	No	No
Cumberland West	No	Yes		Yes
Essex Central	Yes	No	Yes	No
Essex North	Yes	No	Yes	No
Essex South	Yes	Yes	Yes	Yes
Newark Center City	No	No		Yes
Newark Northeast	Yes	Yes		No
Newark South	No	No		Yes
Newark West/Adoption			No	No
Gloucester East	No	Yes	Yes	No
Gloucester West	Yes	Yes	Yes	Yes
Hudson Central	Yes	No	Yes	No
Hudson North	No	No	Yes	Yes
Hudson South	No	No	Yes	No
Hudson West	Yes	Yes	Yes	Yes
Hunterdon	No	Yes	No	Yes
Mercer North	Yes	Yes	No	Yes
Mercer South	Yes	Yes	No	Yes
Middlesex Central	Yes	Yes	No	No
Middlesex Coastal	Yes	Yes		No
Middlesex West	Yes	Yes	Yes	No
Monmouth North	Yes	Yes	Yes	Yes
Monmouth South	Yes	Yes	Yes	Yes
Morris	No	Yes	Yes	No
Ocean North	Yes	Yes	Yes	No
Ocean South	Yes	Yes	Yes	No
Passaic Central	No	Yes	Yes	Yes
Passaic North	Yes	No	Yes	Yes
Salem	Yes	Yes	No	No
Somerset	No	No	No	Yes
Sussex	No	Yes	No	No
Union Central	No	Yes	Yes	Yes
Union East	Yes	Yes	Yes	Yes
Union West	Yes	Yes	No	Yes
Warren	No	No	No	Yes
TOTALS	60%	71%	68%	65%

ATTACHMENT H

INTAKE

MARCH 2007	Assignments	Families	Avg Assignments	Avg Families	COMPLIANCE?
Atlantic East	132	153	9	10	Yes
Atlantic West	93	131	9	13	Yes
Bergen Central	123	253	9	18	No
Bergen South	148	232	8	12	Yes
Burlington East	67	267	5	19	No
Burlington West	101	165	9	15	Yes
Camden Central	99	99	7	7	Yes
Camden East	111	205	6	11	Yes
Camden North	50	91	4	8	Yes
Camden South	139	280	9	18	No
Cape May	74	120	11	17	No
Cumberland East	47	138	7	20	No
Cumberland West	104	230	8	18	No
Essex Central	101	180	6	11	Yes
Essex North	81	113	6	8	Yes
Essex South	39	86	3	7	Yes
Newark Center City	53	300	4	20	No
Newark Northeast	74	187	4	11	Yes
Newark South	89	144	11	18	No
Newark West/Adoption					
Gloucester East	56	183	5	17	No
Gloucester West	69	132	7	13	Yes
Hudson Central	36	160	3	15	Yes
Hudson North	110	218	8	16	No
Hudson South	82	246	7	21	No
Hudson West	81	142	7	12	Yes
Hunterdon	20	63	5	16	No
Mercer North	82	138	5	9	Yes
Mercer South	99	108	6	6	Yes
Middlesex Central	50	107	6	12	Yes
Middlesex Coastal	104	160	6	9	Yes
Middlesex West	157	155	6	6	Yes
Monmouth North	150	206	8	11	Yes
Monmouth South	124	228	8	14	Yes
Morris	158	446	7	19	No
Ocean North	147	210	7	10	Yes
Ocean South	120	277	5	13	Yes
Passaic Central	149	333	7	17	No
Passaic North	156	255	9	15	Yes
Salem	60	143	5	13	Yes
Somerset	107	320	9	27	No
Sussex	113	127	11	13	No
Union Central	67	230	7	23	No
Union East	119	179	9	14	Yes
Union West	84	127	6	9	Yes
Warren	81	247	7	22	No
TOTALS	4306	8514	7	13	60%

ATTACHMENT I

PERMANENCY

MARCH 2007	Children in Care	Families	Avg Children in Care	Avg Families	COMPLIANCE?
Atlantic East	102	244	6	14	Yes
Atlantic West	76	186	6	14	Yes
Bergen Central	80	228	5	15	Yes
Bergen South	193	470	6	14	Yes
Burlington East	142	370	5	13	Yes
Burlington West	117	408	5	18	Yes
Camden Central	147	323	4	9	Yes
Camden East	196	554	6	16	No
Camden North	166	404	4	10	Yes
Camden South	117	443	4	16	No
Cape May	101	272	5	14	Yes
Cumberland East	76	128	7	12	Yes
Cumberland West	141	295	7	14	Yes
Essex Central	318	593	9	16	No
Essex North	105	394	4	16	No
Essex South	94	362	3	13	Yes
Newark Center City	255	582	9	22	No
Newark Northeast	327	514	6	10	Yes
Newark South	393	870	10	22	No
Newark West/Adoption					
Gloucester East	79	223	5	15	Yes
Gloucester West	75	219	4	12	Yes
Hudson Central	131	418	6	20	No
Hudson North	94	333	5	18	No
Hudson South	146	385	8	20	No
Hudson West	67	187	4	10	Yes
Hunterdon	27	55	4	8	Yes
Mercer North	157	348	6	12	Yes
Mercer South	118	301	4	11	Yes
Middlesex Central	45	128	4	11	Yes
Middlesex Coastal	208	551	4	9	Yes
Middlesex West	158	453	4	1	Yes
Monmouth North	220	360	8	14	Yes
Monmouth South	162	296	6	11	Yes
Morris	96	307	5	15	Yes
Ocean North	257	494	8	15	Yes
Ocean South	145	308	5	11	Yes
Passaic Central	221	347	7	11	Yes
Passaic North	122	299	6	16	No
Salem	85	247	4	12	Yes
Somerset	107	242	9	20	No
Sussex	42	153	3	12	Yes
Union Central	126	386	5	14	Yes
Union East	153	358	5	12	Yes
Union West	190	314	8	13	Yes
Warren	70	217	6	20	No
TOTALS	6447	15569	6	14	71%

ATTACHMENT J

ADOPTION

MARCH 2007	Children	Avg Children	COMPLIANCE?
Atlantic East	75	15	Yes
Atlantic West	27	14	Yes
Bergen Central	70	14	Yes
Bergen South	100	20	No
Burlington East	59	15	Yes
Burlington West	66	17	Yes
Camden Central	62	10	Yes
Camden East	41	10	Yes
Camden North	70	18	Yes
Camden South	57	14	Yes
Cape May	48	24	No
Cumberland East	110	28	No
Cumberland West			
Essex Central	113	9	Yes
Essex North	84	17	Yes
Essex South	55	11	Yes
Newark Center City			
Newark Northeast			
Newark South			
Newark West/Adoption	642	19	No
Gloucester East	36	18	Yes
Gloucester West	55	18	Yes
Hudson Central	65	13	Yes
Hudson North	58	15	Yes
Hudson South	40	13	Yes
Hudson West	50	13	Yes
Hunterdon	24	24	No
Mercer North	114	19	No
Mercer South	81	20	No
Middlesex Central	169	19	No
Middlesex Coastal			
Middlesex West	47	12	Yes
Monmouth North	89	18	Yes
Monmouth South	66	13	Yes
Morris	88	15	Yes
Ocean North	104	15	Yes
Ocean South	84	17	Yes
Passaic Central	73	15	Yes
Passaic North	50	17	Yes
Salem	112	19	No
Somerset	37	19	No
Sussex	50	25	No
Union Central	53	13	Yes
Union East	124	16	Yes
Union West	136	19	No
Warren	44	44	No
TOTALS	3528	16	68%

**ATTACHMENT K
SUPERVISOR CASELOADS**

MARCH 2007	Rate	COMPLIANCE?
Atlantic East	5	Yes
Atlantic West	5	Yes
Bergen Central	5	Yes
Bergen South	5	Yes
Burlington East	5	Yes
Burlington West	5	Yes
Camden Central	5	Yes
Camden East	4	Yes
Camden North	4	Yes
Camden South	4	Yes
Cape May	5	Yes
Cumberland East	6	No
Cumberland West	4	Yes
Essex Central	6	No
Essex North	6	No
Essex South	4	Yes
Newark Center City	5	Yes
Newark Northeast	6	No
Newark South	5	Yes
Newark West/Adoption	6	No
Gloucester East	6	No
Gloucester West	5	Yes
Hudson Central	6	No
Hudson North	5	Yes
Hudson South	6	No
Hudson West	5	Yes
Hunterdon	4	Yes
Mercer North	4	Yes
Mercer South	5	Yes
Middlesex Central	6	No
Middlesex Coastal	6	No
Middlesex West	6	No
Monmouth North	5	Yes
Monmouth South	5	Yes
Morris	6	No
Ocean North	6	No
Ocean South	7	No
Passaic Central	5	Yes
Passaic North	5	Yes
Salem	6	No
Somerset	5	Yes
Sussex	6	No
Union Central	5	Yes
Union East	5	Yes
Union West	5	Yes
Warren	4	Yes
TOTALS	65%	

