

# 2022 Fall Forum



# Agenda

- Welcome
- DCF Strategic Plan 2022-2024
- Early Childhood Initiative
- Peer to Peer Mentoring
- Fatherhood Council/Child Support
- NJ Statewide Student Support Services Network – NJ4S
- Race Equity Update
- Family First Prevention Services Act
- Closing



# Welcome

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Christine Norbut Beyer  
Commissioner  
NJ DCF





NEW JERSEY DEPARTMENT OF CHILDREN AND FAMILIES

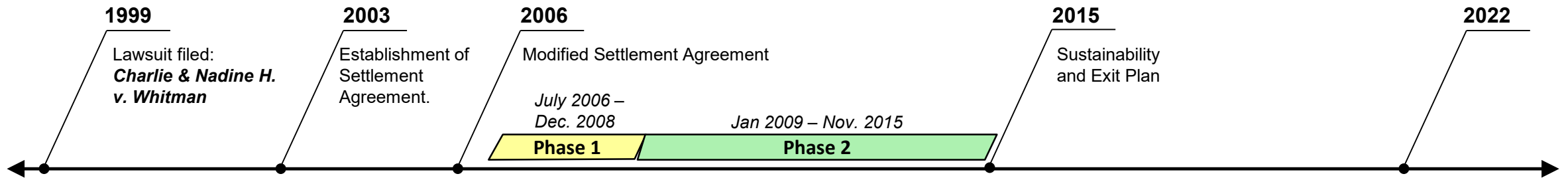
# ***NJ DCF Strategic Plan:*** **Navigating our System's Future**



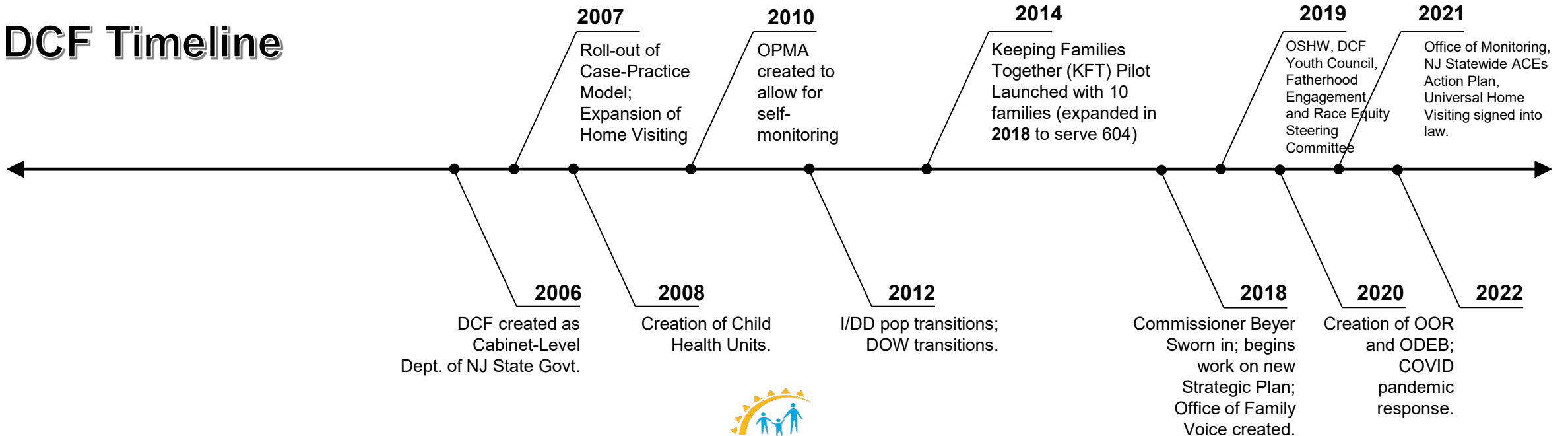


# The Journey So Far . . .

## Consent Order Timeline



## DCF Timeline



# Context for the Next Strategic Plan

- Projected end of federal oversight
- COVID-19
- Youth Mental Health Crisis
- Other Family Stressors (economic, public health, race equity)
- Ongoing system transformation
- Changing federal administrative landscape (Family First Act)
- 3 years remaining



# Guiding Principles in Developing the Next Plan

- Iterative (building on the success of the last Strategic Plan)
- Reflective of our work and priorities
- Maintaining Service Excellence
- Nimble / Agile in Response
- Temporary / Future-Oriented
- Collaborative



# Structure of the Strategic Plan



# 2019-2021 Vision / Mission



HE  
SAFE  
L  
CONNECTED  
HY



# 2019-2021 Organizational Values



- Collaboration
- Equity
- Evidence
- Family
- Integrity



# 2019-2021 Core Approaches



- Race Equity
- Healing Centered Practice
- Protective Factors Framework
- Family Voice
- Culture of Safety





# 2019-2021 Transformational Goals



- Primary prevention of maltreatment and maltreatment-related fatalities
- Preserving kinship connections
- Staff health and wellness
- A fully integrated and inclusive Children's System of Care (CSOC)



# 2019-2021 Strategic Focus

## Build / Maintain Service Excellence:

- Timely Permanency
- Resource Family work
- Promoting empowerment for women and girls
- Promoting integrated health in primary and behavioral healthcare systems
- High quality, community-engaged primary prevention programs
- Thriving & interdependence

## Systems Transformation / Transformative Goals

- Primary prevention of maltreatment & fatalities
- Preserving kinship connections
- Staff health and wellness
- CSOC integrated healthcare



# NEW -- Foundational Programs



- 40 Program Areas administered within DCF units
- Tactile engagement with children, youth, and families reflecting our Department's vision, mission, values, approaches and goals.
- Developed with an eye towards Service Excellence and Systems Transformation, utilizing Implementation Science
- May include contracted services and CPP case practice.
- "Improvement" guided by program plans designed within the unit and DCF Office of Strategic Development



# NEW -- Foundational Programs



FCP – 14	CSOC- 10	DOW- 6	OOE -3	CPP – 7
<ul style="list-style-type: none"> <li>• Family Preservation Services</li> <li>• Family Success Centers</li> <li>• Family Support Services</li> <li>• Connecting NJ (formerly Central Intake)</li> <li>• Keeping Families Together</li> <li>• Kinship Navigator Program</li> <li>• Life Skills Youth Thrive</li> <li>• Pathways to Academic and Career Exploration to Success (PACES)</li> <li>• Parent Leadership Curriculum</li> <li>• Peer Mentoring</li> <li>• NJ4S</li> <li>• Supportive Visitation Services</li> <li>• Universal Newborn Home Visiting</li> <li>• Youth Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Child &amp; Family Nurse Program</li> <li>• Family Support Organizations</li> <li>• Infant Mental Health</li> <li>• In-Home Recovery</li> <li>• Intellectual and Developmental Disabilities: In-Home Model</li> <li>• Intellectual and Developmental Disabilities: Family Support Services</li> <li>• Intensive In-Home/DIR</li> <li>• Mobile Response</li> <li>• Stabilization Services: Law Enforcement Collaboration</li> <li>• Residential Services for Behavioral Health &amp; Intellectual and Developmental Disabilities</li> <li>• Zero Suicide Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Address Confidentiality</li> <li>• Batterer’s Intervention Program</li> <li>• Domestic Violence Liaison</li> <li>• DV Direct</li> <li>• Culturally Specific DV / SV</li> <li>• SV Direct</li> </ul>	<ul style="list-style-type: none"> <li>• English Language Learners</li> <li>• Nurtured Heart Approach</li> <li>• Project TEACH</li> </ul>	<ul style="list-style-type: none"> <li>• Binti</li> <li>• Kinship OKRs</li> <li>• Pre-Adoptive</li> <li>• Lifeset</li> <li>• Residential Services</li> <li>• Resource Care: Redesign Tools and Practice</li> <li>• Solution Based Casework</li> </ul>

COLLABORATION

# NAVIGATING OUR SYSTEM'S FUTURE

SAFE - HEALTHY - CONNECTED

INTEGRITY

EQUITY

EVIDENCE

FAMILY

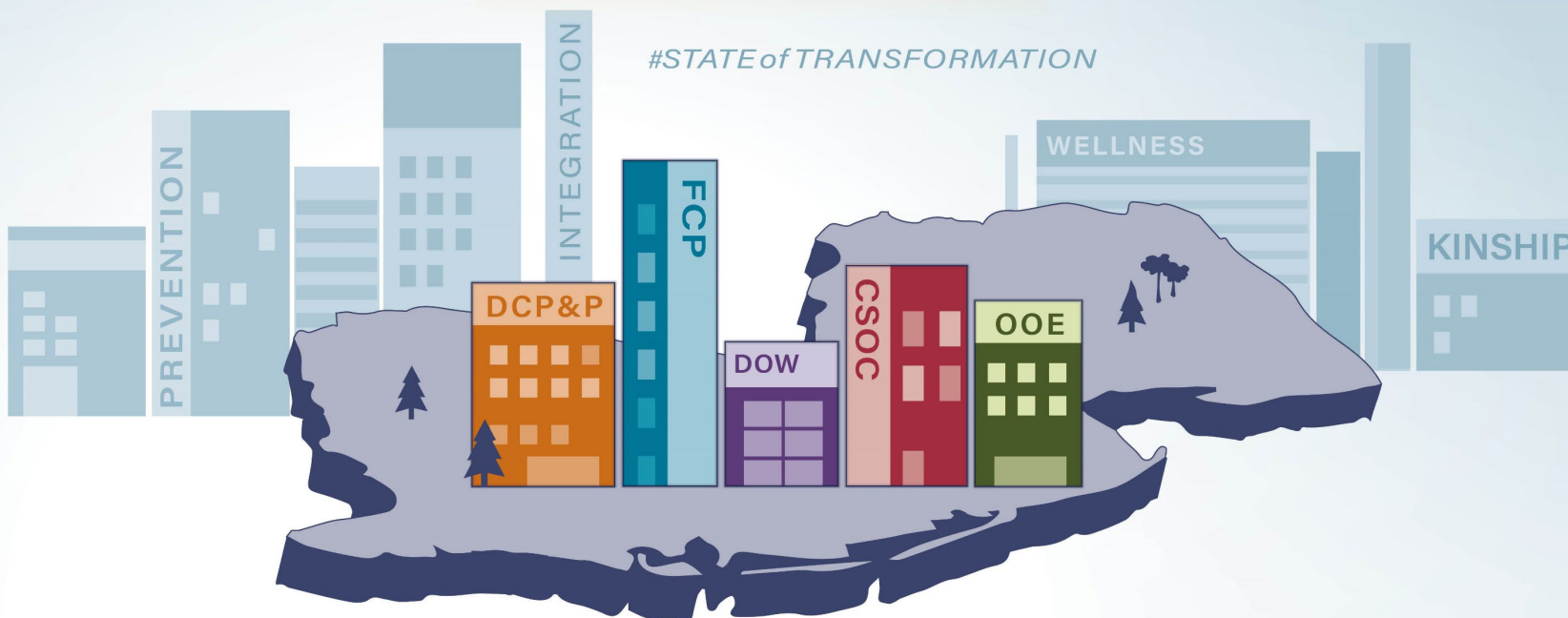
RACE EQUITY

HEALING-CENTERED PRACTICE

PROTECTIVE FACTORS

FAMILY VOICE

COLABORATIVE SAFETY



IN PARTNERSHIP WITH PARENTS, YOUTH, LEGISLATORS, THE COURT, STATE DEPTS, LOCAL LEADERS & THE COMMUNITY

# Early Childhood Initiatives

Ceil Zalkind  
ACNJ

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## Co-development of NJ's Peer2Peer Program: Enlightenment

With Blake Connor, Daniela Guarda, Jayden Feliz & Jordan Ivey





# Office of Family Voice



The Office of Family Voice uses innovative approaches to organize and elevate the voice of constituents, ensuring that policy, operations and practice throughout the Department of Children and Families are infused with the voices of those who have lived experience.



# DCF Youth Council

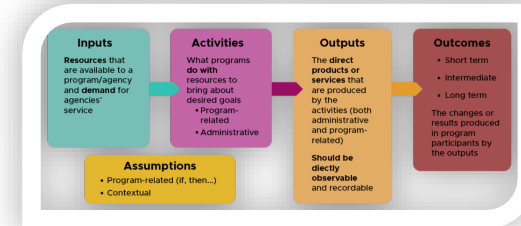


Youth council members work in partnership with DCF to achieve Shared Leadership, with the intent to accomplish a common vision and collaborative goals. The Youth Council helps to transform DCF policy and practice and, at the same time, empower youth to take action and make decisions on critical issues.





# The Youth Council co-designed Enlightenment



DCF Youth Council Envision Peer Mentoring-Type Program

Recommendation to Commissioner Beyer and Executive Management

Youth Create Logic Model

Hexagon Tool: BLI is Selected as Best Model

Youth Participate in Request for Proposal

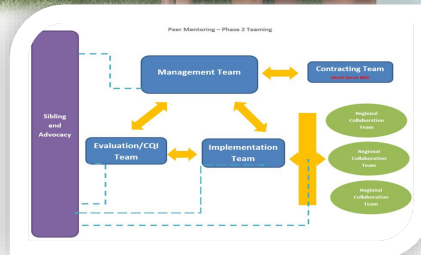
3 Providers Selected

Teaming Structure is Created

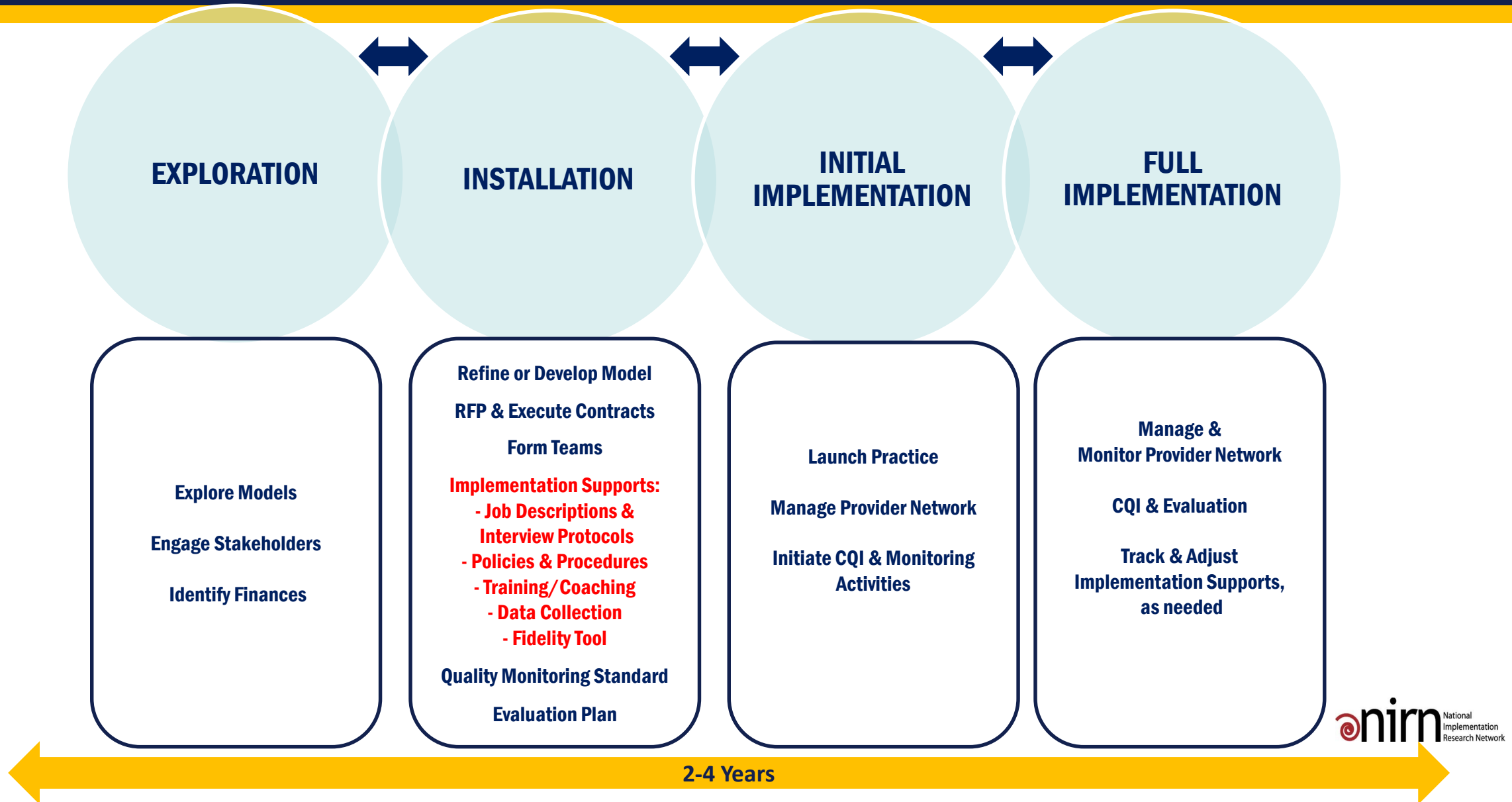
Feedback on the Readiness Assessment, Evaluation & Surveys

Youth Council Members Hired as Peer to-Peer navigators

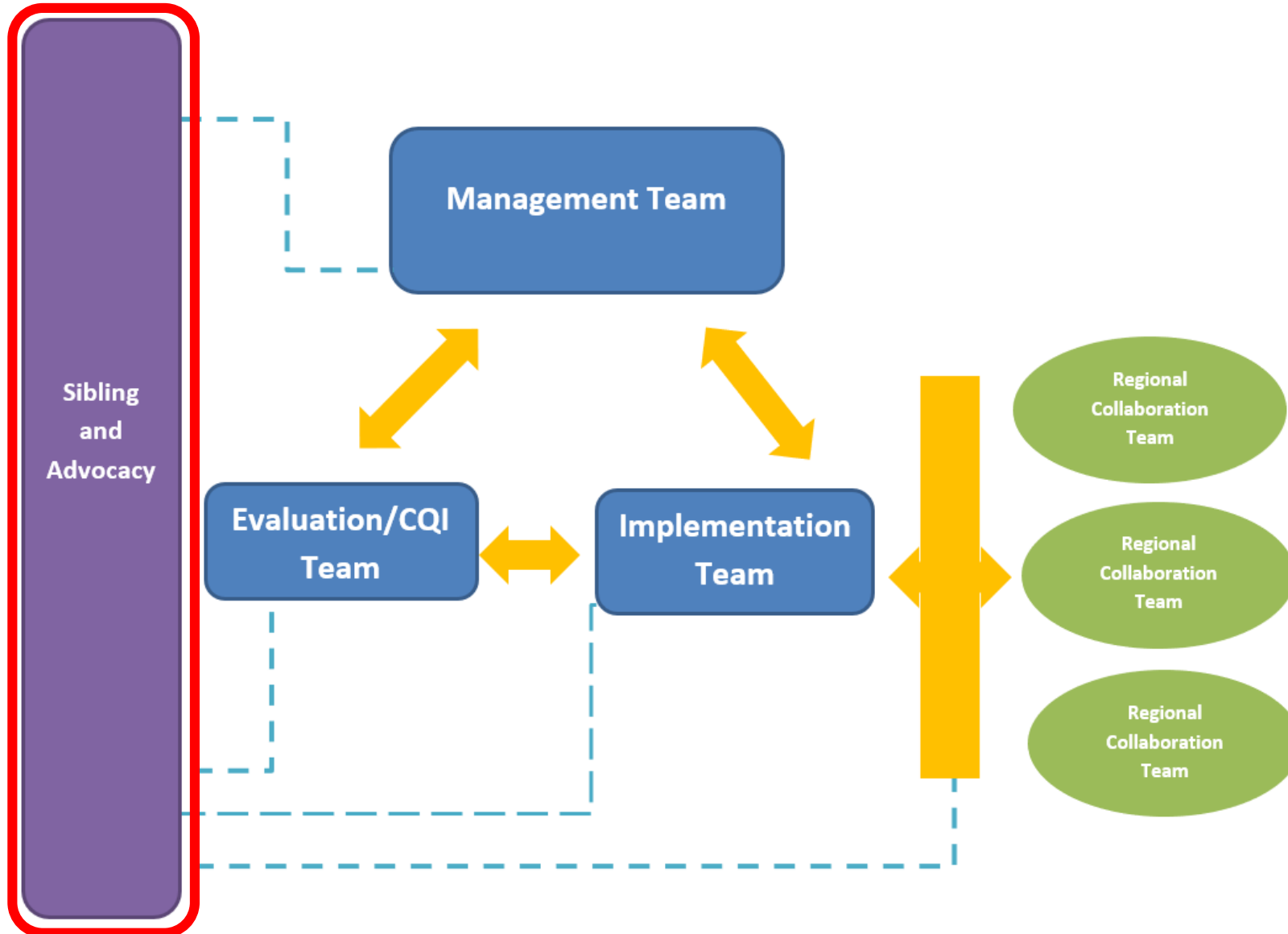
Youth Council Re-brands Enlightenment & Designs Logo



# Program Development & Implementation Stages



# Peer2Peer Program, Enlightenment Teaming Structure



## SAS Team Objective:

- Provide expertise to each of the teams
- Provide recommendations for implementation
- Partner with teams to provide youth perspective that will provide the optimal engagement and success of program
- Review and vet findings from evaluation as part of CQI

## Participants:

- OFV Co-Leads
- Youth Council Members



# A New Website a Sibling bill of Rights and more...



# Fatherhood Council/Child Support Reform

Blake Connor

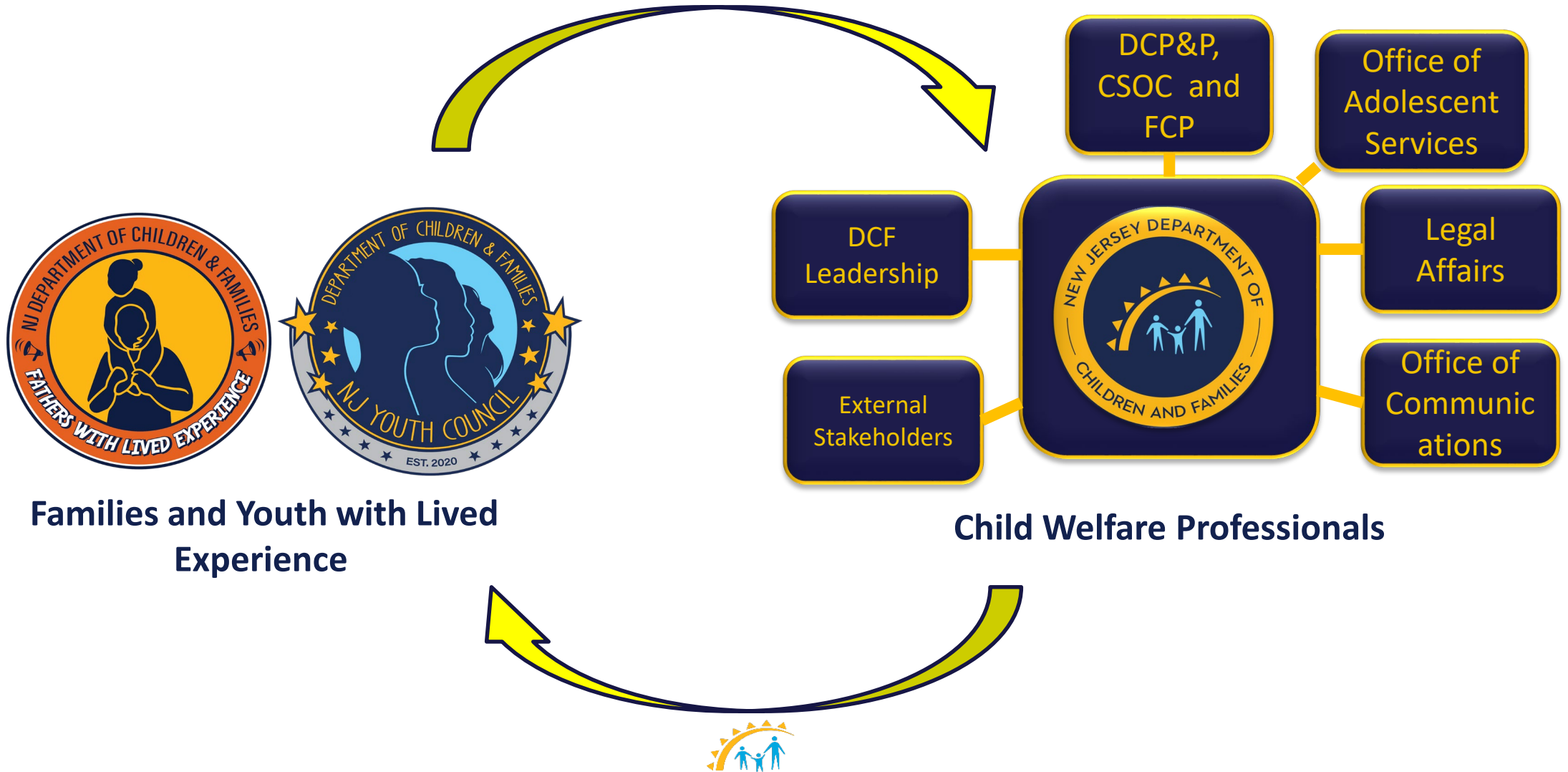


Clarence Whittaker





# Shared Leadership



# Fathers: “We Need More Chances”



# How It Impacts Families

## ■ Barrier to Reunification

- \$100 in monthly child support associated with over a 6-month delay in reunification or other permanency

Howard, L., Voget, L. K., Cancian, M., & Noyes, J. L. (2019)

## ■ Penalizes Poverty

- Nationwide, 84% of youth enter foster care due to neglect, often due to poverty

Casey Family Programs state-by-state data

- In NJ, 73% of arrears owed by non-custodial parents with *no* quarterly earnings (44%) or annual earnings < \$10,000 (29%)

LSNJ Report (2016) - Mary McManus Smith

## § Punitive Enforcement Measures

- Suspension of licenses; bank levies, downgraded credit rating; incarceration; etc.



# It's Really Inefficient

## ■ US Data

- Minnesota study: 24 to 40 cents received per dollar spent on recoupment efforts
- Orange County CA study: 41 cents received per dollar spent on collection
- Wisconsin study: < 3% of costs recouped

## ■ NJ Data

- FY 2021 – \$7M owed – \$2M paid
- Total Arrearages – \$30M owed – \$3.3M paid
- 6,146 open cases
  - 2,823 current obligations
  - 3,323 arrears only



# So Why Are We Doing This?



## ■ Federal Law

- Where appropriate, states must take all steps to collect child support to reimburse maintenance costs

42 USCS § 671


## ■ NJ State Law

- Parents liable for full or partial maintenance costs, as determined by DCP

NJSA 30:4C-29.1



# Policy Defines Some Exceptions

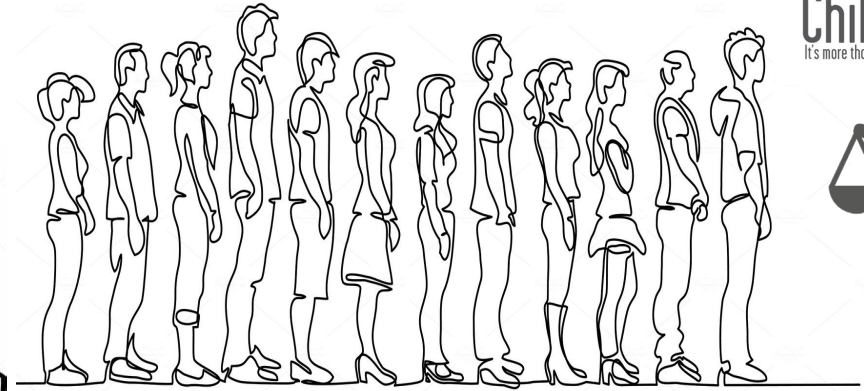
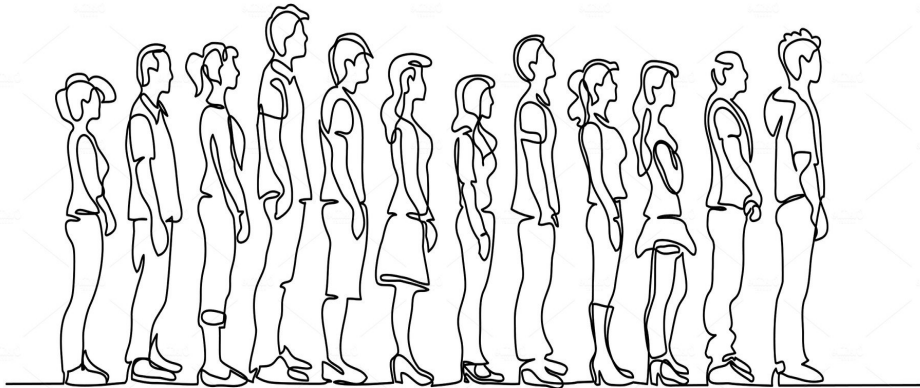
 <b>New Jersey Department of Children and Families Policy Manual</b>			
Manual:	CP&P	Child Protection and Permanency	Effective Date:
Volume:	IX	Administrative	6-24-2013
Chapter:	F	Fiscal	
Subchapter:	1	General	
Issuance:	225	<b>Support Procedures</b>	

## Reasons DCPP may withhold a Child Support referral

- **Best Interest of Child** – domestic violence, pending adoption, etc.
- **Return Home Imminent** – per case plan
- **Low Potential for Collection** – long-term incarceration, disabled & receiving SS benefits, etc.



# DCF's Process is Refer to DFD



New Jersey  
**ChildSupport.**  
It's more than just money.





# Fathers Suggested New Definitions

We brought the policy to the fathers and asked:

“How would you define Low Potential for Collection?”

- Create a defined poverty level
- People that are on government assistance should not have to pay
- Anyone who is eligible for a public defender has already proved they don't have the money to pay

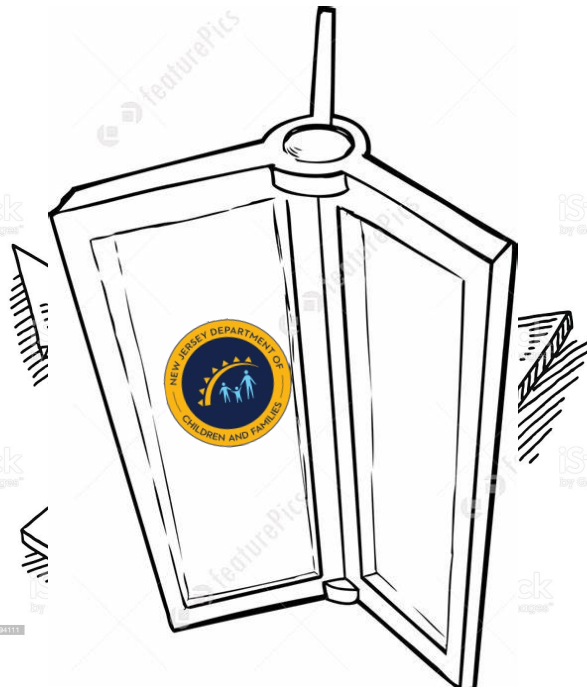
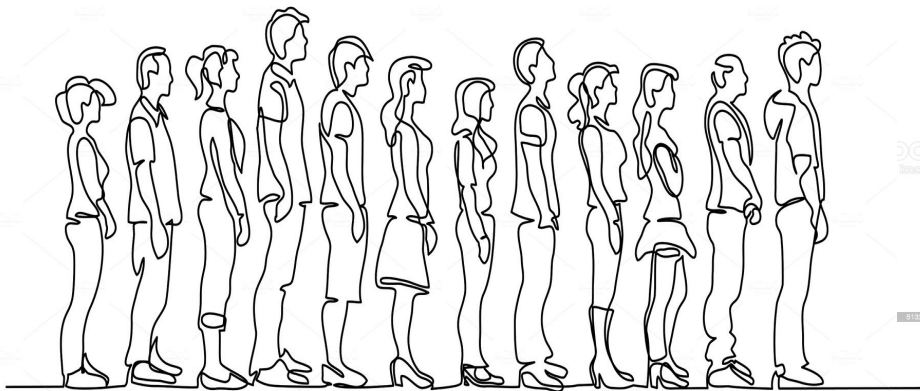


# Revised Federal Policy

- **U.S. DHHS - Administration for Children and Families (ACF)**
  - June 2022
- Almost never case that securing rights to child support is in best interests of child in title IV-E foster care.
- Title IV-E agencies should consider not referring parents for child support, except in rare instances where child support won't adversely affect child or impede successful achievement of permanency.



# Real Support is Relief from Child Support



New Jersey  
**ChildSupport.**  
It's more than just money.



# Next Steps for NJ

- **Governor's Office approval**
- **Work with DFD, AOC, & AG's Office to address related measures:**
  - Terminate existing cases
  - Vacate arrearages
  - Vacate judgments
- **ID target date for rollout of new child support policy/practice and related measures**



BREAK TIME



NJ Statewide  
Student Support  
Services Network  
NJ4S

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Sanford Starr  
Assistant  
Commissioner  
Family & Community  
Partnerships



# Youth are in crisis

- Surgeon General says from 2009 to 2019, one in three school aged children reported persistent feelings of sadness and hopelessness.
- CDC says 1 in 4 youth were treated for mental health during pandemic.
- Calls to CSOC in February and March were 14k and 18k.
- Public health emergency requires statewide response.





# Current Resources

- Administration has advanced, expanded, initiated solutions for youth mental health
  - Increased provider rates
  - Increased funding for NJ Pediatric Psychiatric Collaborative
  - Participating in DREAMS with DOE
  - Garrett Lee Smith suicide prevention initiative
  - Launched 988
  - School Based Youth Services



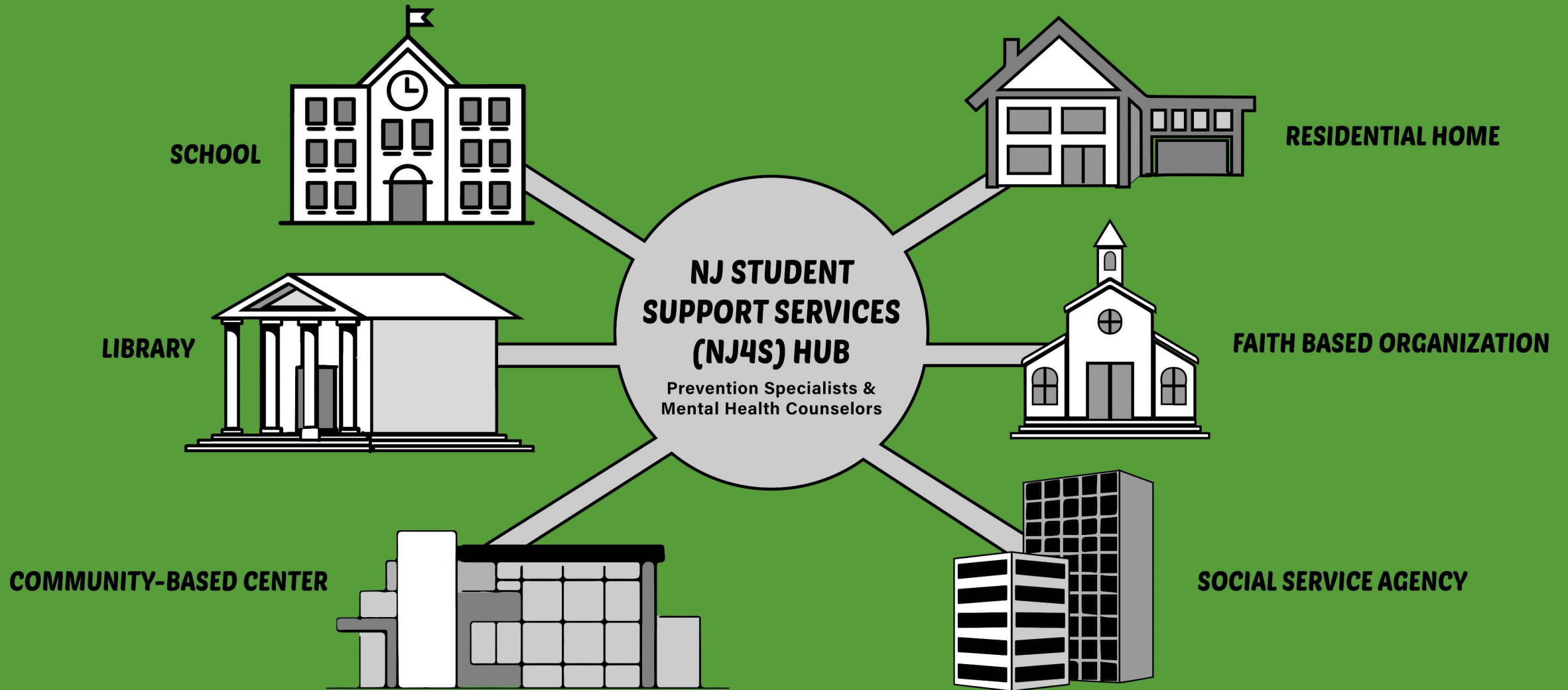


# NJ4S

- Groundbreaking proposal with national interest
- Creates a statewide network of supports for students and their families
- 15 hubs/unlimited spokes
- Standard set of supports and services with local adaptations
- Local Advisory Councils to guide services and supports
- Integrate with existing statewide and community-based services for youth
- Primary focus is prevention/brief intervention



# PROVIDING PROGRAMS AND LINKING STUDENTS AND THEIR FAMILIES TO SERVICES IN SCHOOL AND COMMUNITY



# Myth busting

- Hubs are not necessarily a physical location
- In-school services WILL continue but statewide
- Workforce challenges exist
- SBYS cannot be scaled



# We want to hear from you

- Read the concept paper at:  
[https://www.state.nj.us/dcf/documents/NJ4S\\_Concept.pdf](https://www.state.nj.us/dcf/documents/NJ4S_Concept.pdf)
- Send your thoughts to: [NJ4SFeedback@dcf.nj.gov](mailto:NJ4SFeedback@dcf.nj.gov)



# Race Equity Update

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Kathy Haggerty  
Program Manager  
Office of Diversity, Equity  
& Belonging

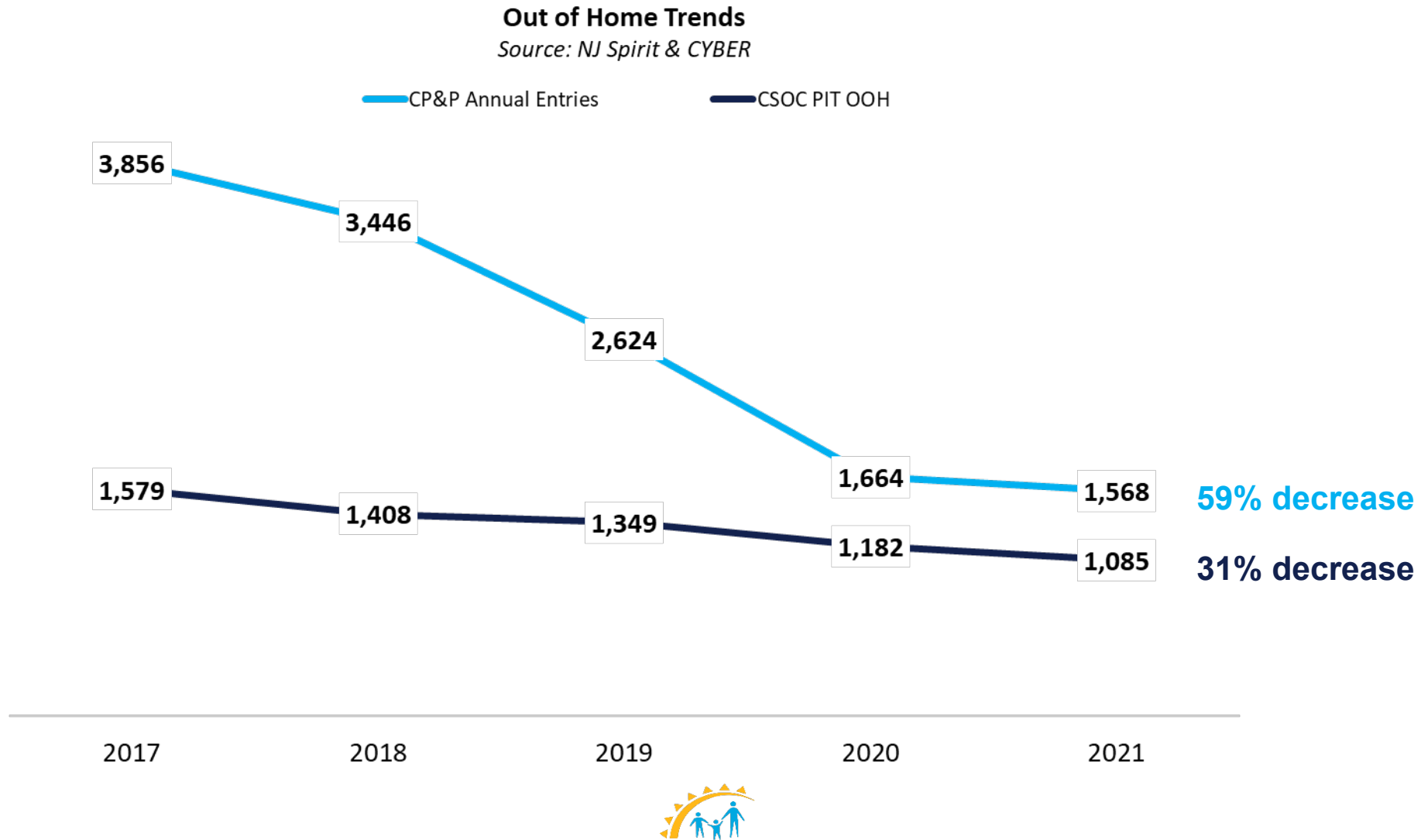


# We changed our name from DEI to DEB, why?





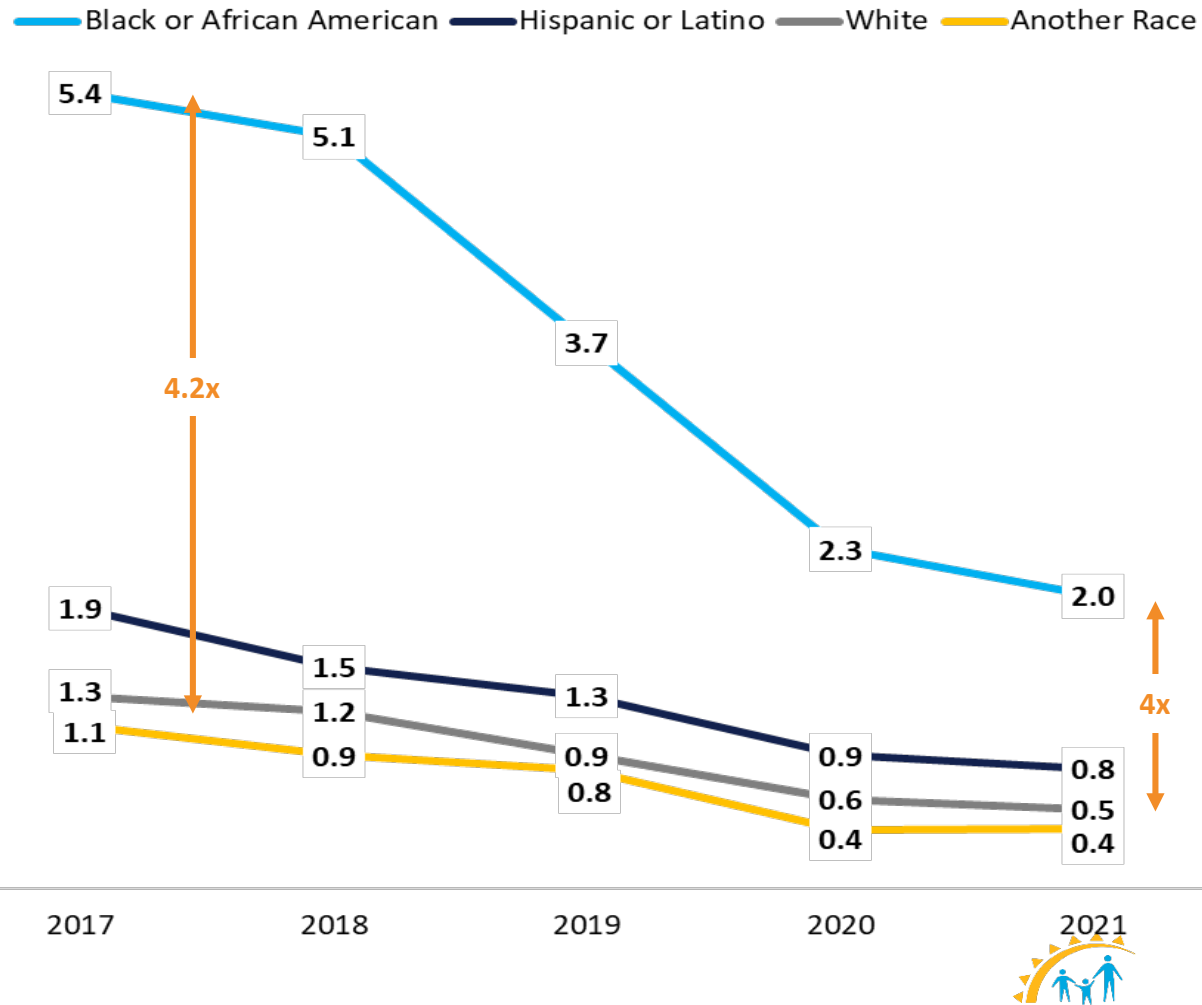
# Family separation remained low through 2021



# Black children continue to be more likely to enter out of home placement

## CP&P Placement Rates Over Time

Sources: EZAPOPOP and NJ Spirit



In 2021, Black children were **2.5x** as likely as Hispanic children and **4x** as likely as White children to enter OOH placement.

**“We are committed to breaking down the walls of institutional and structural racism.”**

~Joyce James Consulting

**Phase 3 in 2022:  
JJC Ground  
Water Analysis  
(GWA)**

**Began January 2022**

**9 cohorts so far (approx. 225 participants)**

**Each 4-day Cohort develops specific strategies**

**All ideas from GWA considered for DEB Strategic Plan**



# 9 Overall Strategy Categories

1. **Communications** (internal & external)

2. **Contracts, Resources, Prevention** (e.g., RFP process)

3. **Culture** (e.g., Courageous Convs, Safe Spaces, Gatekeeper)

4. **Data** (e.g., Family Preservation Services, 'credible reporters')

5. **Family & Community Voice** (inc. Resource Families)

6. **Human Resources** (e.g., Culture Climate Survey, policy/proced)

7. **Policy & Practice** (inc. best practices and SBC)

8. **Training** (inc. staff safety, racialized trauma)

9. **Systems Collaboration** (all systems, esp. housing, schools, L/E)

# Brief Summary of GWA's Cohort Ideas

## **Communications:**

Newsletter; Incorporate LGBTQ Strategies

## **Contracts/Services/Prevention:**

RFP Overhaul

## **Culture Change:**

**Culture Climate Survey (\$);** Courageous C's/Safe Spaces/Affinity Groups; Regional/County Advisory Groups

**Data:** Analyze assessments from credible reporters; Family Preservation Services

## **Families & Community Voices:**

Safe Spaces; Racial Equity Workshops; AA/B Parenting Classes; OCOC & Ministry of Caring to assist in RP recruitment (all \$)

## **Human Resources:**

Review all personnel policies/practices; HR skill development

## **Practice:**

Incorporate Racialized Trauma into SBC; evaluate Child & Family Home Services Program through equity lens

## **Policy:**

Evaluation Tool; Re-define Imminent Risk; Accommodations Policy; Remove Poverty as Removal Reason

## **Training (\$):**

All Staff Receive GWA/Undoing Racism Training (\$); racialized trauma

# DEB Vision

## Cultural Transformation

- Human Resources
- Tools & Resources
- Ongoing Learning

## Operational Transformation

- Policies & Practices
- Equity in Outcomes
- Data Driven

## Community Transformation

- Truth &  
Transformation  
Community Healing  
& Partnerships



# DCF Offices Collaborating to Support Transformational Change

## Powerful Families Powerful Communities (PFPC)



A collaboration to co-design a family and **community-driven** model that will advance the creation of a bold, new, child and family well-being system in New Jersey and **obsolete** the need for non-kin foster care placement.

### Office of Family Voice (OFV)

Engages DCF youth and families as consultants to improve our system e.g., Wisdom Council & Youth Council



### Office of Resilience (OoR)

Vision is to eradicate ACEs through grass-roots and community-led efforts



### Office of Diversity, Equity and Belonging (DEB)

Provides support to all DCF offices and departments to ensure a racial equity lens is infused throughout DCF; works collaboratively w/RESC to pilot & implement changes and programs



### OHR-Office of Diversity

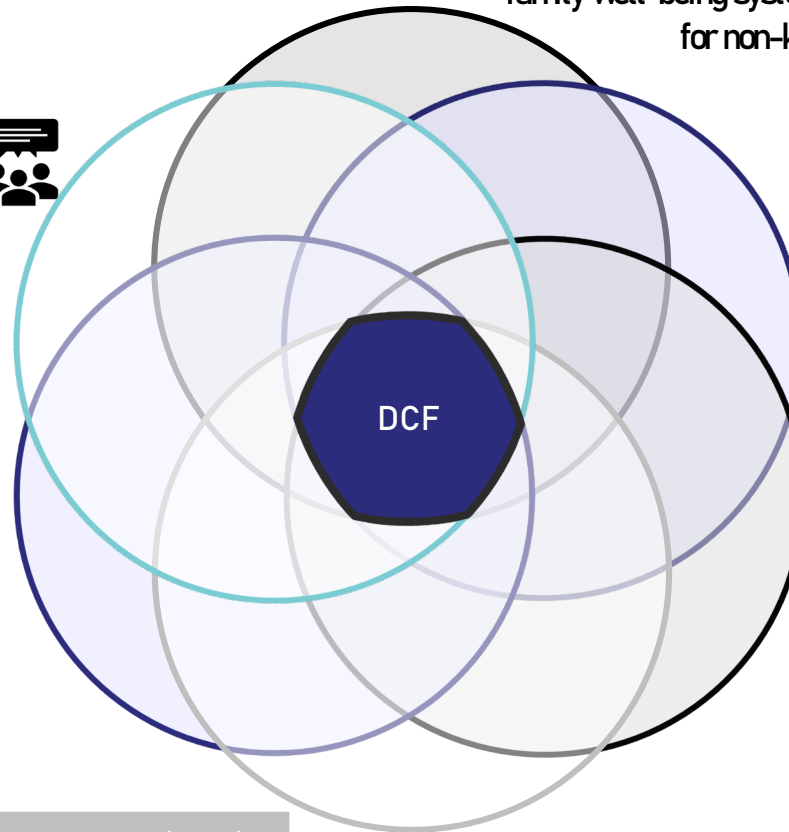


Ensures equity in all aspects of personnel policy & practice; receive and respond to staff complaints & concerns

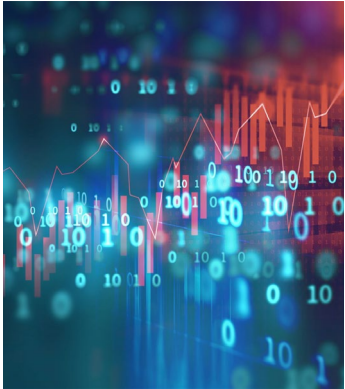
### Office of Staff Health & Wellness (OSHW)



Engages staff in resources and supports that foster overall health, strong morale, and building a culture of inclusivity and empowerment



# RESC Subcommittees



## Data & Evaluation

- Decision Points
- Redlining Analyses
- CQI



## Policy & Practice

- Child Support
- Expungement



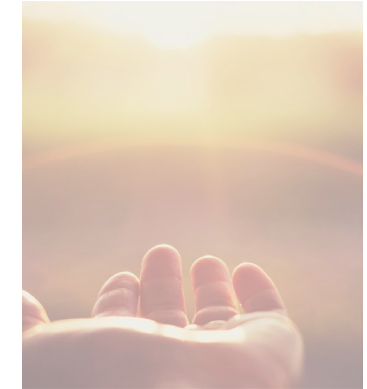
## Contracts, Resources & Prevention

- Policy Tool
- RFP Process front to end



## Training

- Phase 3 – GWA
- Courageous Conversations



## Truth & Transformation

- Commission on Truth & Reconciliation in Child Welfare
- Partner with PFPC



# Next Steps for Office of DEB

- Finalize Strategic Plan and Staffing Model
- On-board the DEB Team by December
- Build Capacity of all Subcommittees
- Hit the Ground Running January 2023





# Contact the Office of DEB

## Florence Racine, Director

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## Michelle Ryans, Secretarial Assistant

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DEB Office: (609) 888-7101

[DCF | Diversity, Equity & Belonging \(nj.gov\)](https://www.nj.gov/dcf/deb.html)

<https://www.nj.gov/dcf/deb.html>

[Home](#) > [About Us](#) > [Divisions/Offices](#) > [Diversity, Equity & Belonging](#)

## Diversity, Equity & Belonging

Welcome! The Department of Children and Families' Office of Diversity, Equity and Belonging (DEB) coordinates the work of the department's Race Equity Steering Committee, develops and implements initiatives that promote equitable outcomes for children and families of color, builds the capacity of staff to respond effectively to structural racism, individual and implicit bias, and promotes culturally competent policy and practice within DCF and among its contracted services.

This has been an extraordinary couple of years, unlike any other in our lives, fraught with crisis that challenged us at work and in the world at large. In addition to the COVID-19 pandemic and its devastating and disparate impacts, dealt with continued racial oppression, social injustice, and a divisive political landscape. Aligned with its [strategic plan](#), DCF remains steadfast fulfilling its purpose and creating a lasting impact that matters for our staff, the families we serve, and our communities.

Our path forward is to provide transparency on our DEB data, progress to date, and goals for the future. As we continue to build an infrastructure of equity, we are committed to creating and implementing bold new initiatives that will reach our staff and support at-risk families. We are dedicated to fostering a community that provides for all individuals to have equitable and accessible opportunities to succeed and thrive.

Please explore the materials and resources we've made available and check back often for updates.

## Monthly Diversity Calendar



- [Additional Information about the September 2022 Diversity Calendar holidays and recognitions](#)
- [Access the September 2022 Diversity Calendar in PDF](#)
- [Access the September 2022 Diversity Calendar and additional information in PDF](#)



### Related Links

[Race Equity](#)

[DEB Roles and Responsibilities](#)

### Related Office Contact Information

[Office of Equal Employment Opportunity \(EEO\)](#)

[Office of Employee Relations \(OER\)](#)

[Director of Diversity in Human Resources](#)

[New Jersey State Policy Prohibiting Discrimination in the Workplace](#)

[Workplace Gender Transition Guidelines](#)

[Press Release for Workplace Gender Transition Guidelines](#)

# Family First Prevention Services Act

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Angela Phillips  
Manager, Special Projects  
DCF



# Family First Prevention Services Act

- Passed in February 2018, FFA is extensive, bipartisan legislation that amends Title IV-E and IV-B to provide states, jurisdictions and tribes with new funding opportunities.

## But the Family First Act goes beyond funding...

“provides an opportunity for states to dramatically re-think how they service children and families...

...creates an impetus to focus attention on prevention and strengthening families as our primary goals, rather than foster care placement as our main intervention...

...encourages all states ... to envision and advance a vastly improved way of serving children and families, one that focuses on strengthening their protective and nurturing capacities instead of separating them.”





# Challenges FFA Hopes to Address

- An inflexible funding structure where the majority of federal funding is only available once children are removed from their home.
- Consensus about the need for upfront services to strengthen families.
- Over reliance on congregate care with negative outcomes.

**Key provisions  
can be broken  
down into three  
categories:**

Increased and  
Improved  
Prevention  
Services



Use of  
Appropriate  
Placements



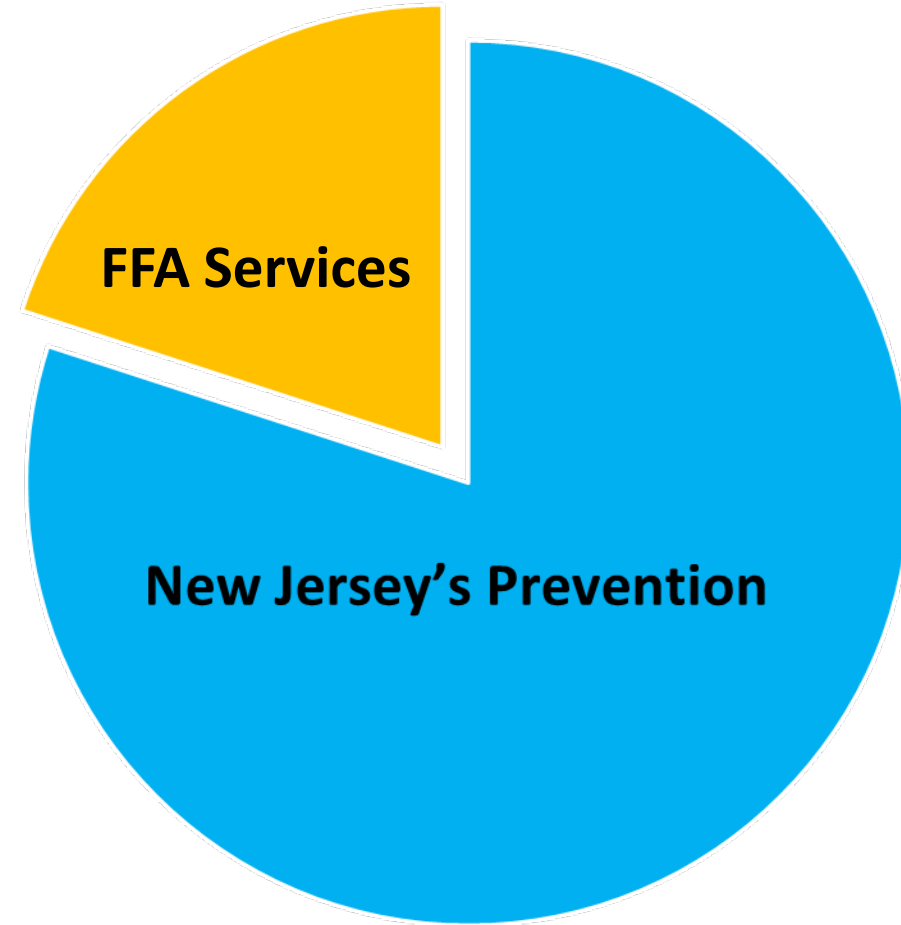
Promotion of  
Safety,  
Permanency  
and Well-Being



# New Jersey's Federal Prevention Plan

- DCF has extensive prevention portfolio; FFA provides opportunity to (1) bring in revenues on some of those services, which can then be reinvested, and (2) to closely re-visit our portfolio to ensure it meets the need of NJ's children and families.

**DCF plans to submit a federal prevention plan by December 31, 2022.**



# Closing

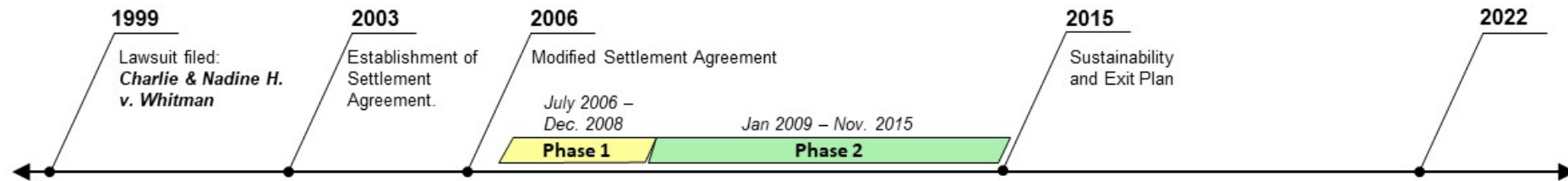
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Christine Norbut Beyer  
Commissioner  
NJ DCF



# Federal Lawsuit Timeline

## Consent Order Timeline



# SEP Exit Agreement

- Agreed to by the plaintiff, monitor, court and DCF in March
- Signifies meaningful progress
- Brings to close over 20 years of reforms and transformation
- Outlines priority provisions for state to continue moving forward
- Fairness hearing on or around December 30<sup>th</sup>
- Provides for a transition period



# SORS Legislation

- A-3707 Coughlin/Jimenez; S-2395 Scutari/Ruiz
- Makes various changes to New Jersey Task Force on Child Abuse and Neglect; establishes child protection worker caseload standards.
- Identifies the Staffing and Oversight Review Subcommittee of the NJ Task Force on Child Abuse and Neglect to review department's performance in key areas as listed in the exit agreement.
- **Passed Assembly Human Services Committee yesterday.**





# Q&A



# Thank you!

