

Safeguarding Our Children

Safety Reforms Update



nyc
ACS

NYC Administration for
Children's Services

November 2006

Message from Commissioner John B. Mattingly

Since the release of our Child Safety Action Plan, Safeguarding Our Children, in March 2006, Children's Services has made substantial progress in our efforts to keep New York City's children safe from harm.

In this short time, Children's Services has:

- ◆ Instituted ChildStat, a new accountability and learning tool designed to strengthen case practice;
- ◆ Hired 600 child protective specialists and met our goal of a caseload average of 12;
- ◆ Made critical leadership changes in order to strengthen the Division of Child Protection;
- ◆ Deployed a group of national child welfare experts, the Safety Solutions Team, to provide practice guidance to frontline staff;
- ◆ Revised the Instant Response Team Protocol and re-trained staff to ensure appropriate implementation;
- ◆ Strengthened our collaborative efforts with the Department of Education to protect at-risk children;
- ◆ Increased funding to our preventive agency providers by \$9 million to enhance services to families at risk;
- ◆ Issued a solicitation to develop partnerships with communities to protect children and strengthen families;
- ◆ Opened the Safety First Office to improve collaboration with mandated reporters; and
- ◆ Secured private investment for and initiated the development of the New York City Leadership Academy for Child Safety.

In this Action Plan Update, you will find detailed information about each initiative in the March plan, including the achievement of major milestones. The Update also describes the challenges that Children's Services has faced in the implementation of specific initiatives in this plan, and steps we intend to take in the coming months to continue our efforts to ensure the safety of New York City's children. We have also included an extensive data section to illustrate Children's Services' performance over the last eight months.

Children's Services greatly appreciates the leadership provided by the Mayor's Office and the significant efforts of ACS staff, provider agency partners, other City agencies – particularly the DOE and NYPD – and the City Council. Along with our partners, Children's Services will continue to take bold action to strengthen our system and protect all of New York City's children from harm.

Keeping Children Safe by Measuring Results

In March 2006, Children's Services pledged to develop management tools and systems that use performance data to hold leaders, managers and staff accountable for results achieved for children. As described below, Children's Services has achieved a great deal toward this end and because of these accomplishments has better positioned itself to act on emerging trends to keep children safe.

◆ **Institute ChildStat**

Children's Services has launched ChildStat, a new accountability and learning tool designed to strengthen case practice and safety decision making. Each week, ACS's top leaders convene the managers of two of ACS's 14 child protective zones for a morning-long ChildStat session modeled after the NYPD's CompSTAT. In these sessions, an extensive data review is conducted to identify emerging trends and to promote high performance in each child protective zone. ACS also thoroughly reviews an active child protective case to identify practice strengths and weaknesses and utilizes that review to provide direct instruction to Child Protective Managers to improve case practice.

Practice and performance issues identified through ChildStat are addressed immediately at the meeting and through consistent monitoring to ensure improvement. Still in its early stages of development, ChildStat has already demonstrated its significant utility, helping ACS to improve field office management and strengthen supervision provided to child protective specialists.

◆ **Redesign Oversight of Contract Agencies**

Children's Services initiated development of a new model to oversee and improve the performance of New York City's foster care and preventive provider agencies, and will begin working with our provider agencies to complete the model's development and to implement a pilot this winter.

In addition, as part of our efforts to improve the quality of services to children and families, ACS terminated its contracts with two underperforming preventive services agencies and one foster care agency, and reassigned the programs to high performing agencies.

◆ **Reinvent Frontline Quality Improvement Program**

ACS introduced a new Quality Improvement program to strengthen child protective case practice. The QI program conducts regular case reviews and assesses case practice at the borough level, allowing improvement efforts to be tailored to address borough-specific concerns. Children's Services has also designed a revised case record review tool, which is currently being tested and will be finalized by the end of November.

Sharpening Investigatory Skills and Supporting Sound Decisions

To meet its goal of developing the strongest child protective workforce in the nation and to make certain that the best safety decision is made every time, ACS has made critical leadership changes and has provided additional training, support and resources to frontline staff.

- ◆ **Establish the New York City Leadership Academy for Child Safety**

Children's Services has initiated the development of the Leadership Academy for Child Safety and has secured private funding to advance this important initiative. Beginning this winter, the Leadership Academy will offer a continuum of trainings and activities for Child Protective Managers, led by experts in child protective case practice, management and policy and leadership. The Academy will also provide targeted assistance to individual managers to enhance their leadership capacity.

- ◆ **Re-engineer Field Office Operations**

ACS prioritized key leadership changes and administrative and technical support for the field offices. Towards this end, ACS has made significant leadership changes in the Division of Child Protection, including the hiring of a new Deputy Commissioner, two Associate Commissioners and a new Assistant Commissioner to manage the division. In addition, ACS created a new title of Assistant Commissioner for the Child Protective Operation in each borough and has filled several of these positions with external candidates to bring fresh perspectives to the work. ACS has also hired 25 new Child Protective Managers stationed in the field offices and three Deputy Directors.

To provide critical administrative support to child protective workers, Children's Services distributed more than 2,000 cell phones and provided immediately accessible interpretation services via phone in more than 100 languages. Workers were also provided with Internet access, cameras and additional cars.

- ◆ **Pursue Labor-Management Partnerships**

ACS and Local 371 met this summer with a consultant from the Cornell University School of Industrial and Labor Relations to kick off a labor management initiative focused on developing a shared approach to accountability, exploring technology to improve worker efficiency and effectiveness, and discussing other major labor management issues. In consultation with labor leadership, ACS will purchase handheld devices, which allow workers to make effective use of time out of the office, based on the findings of a testing phase conducted with several child protective specialists this summer, and disseminate them widely to frontline investigative staff in the coming months.

- ◆ **Leverage Law Enforcement Expertise**

Children's Services hired the Senior Advisor to the Commissioner for Investigations under whose leadership substantial progress has been made in improving the collaboration between ACS and NYPD as part of the Deputy Mayor's Interagency Task Force. Children's Services will also complete the hiring of 20 "protective agents" with law enforcement experience to provide expert consultation and support to help child protective workers improve their investigative skills. ACS has identified these agents and they will be hired in November.

Focusing on Child Safety Throughout Children's Services

ACS committed to making strategic investments to ensure that each part of the child welfare system is focused primarily on the safety and well-being of each individual child. To this end, Children's Services has made significant efforts to refine and build accountability mechanisms, and partner with individuals and organizations in the community that can help keep children safe.

- ◆ **Double the Number of Family Oversight Staff**

Since January, Children's Services has received an unprecedented number of abuse and neglect reports – an increase of more than 30 percent. In response, Children's Services targeted all of its hiring and training resources to bring child protective specialists on board to ensure manageable caseloads and timely, thorough investigations. This effort helped Children's Services meet its goal of an average caseload of 12 in September. To accomplish this goal, Children's Services delayed the hiring of the new family oversight staff and will begin the hiring of these workers this fiscal year.

- ◆ **Implement Performance-Based Management for Preventive Services Contracts**

As previously mentioned, Children's Services terminated contracts with two preventive provider agencies and reassigned the programs to higher-performing agencies. Children's Services has also made considerable progress in the development of Preventive EQUIP, an agency scoring system based on the successful model used for foster care. ACS is holding focus groups composed of provider agencies and other experts to refine the data indicators to be used in the EQUIP system and determine the best methods to measure performance. Children's Services expects to meet its goal of completing the first EQUIP review of all preventive programs by October 2007.

- ◆ **Institute Ongoing Safety Assessments**

Children's Services has designed a practice model to guide family oversight workers in conducting safety assessments. Children's Services will begin ongoing safety assessments this winter, due to the delay in hiring family oversight staff to meet our caseload goals.

- ◆ **Bolster Community Partnerships for Child Safety**

ACS is funding new demonstration grants to local coalitions of community organizations, foster care and preventive agencies, Head Start and child care agencies, City agencies, and other interested organizations and community leaders in their area. Children's Services recently released a solicitation and has received and reviewed proposals from community coalitions, beginning in the community districts of Jamaica, Highbridge and Bedford Stuyvesant.

Strengthening linkages between ACS and community organizations, leaders and residents is critical to our effort to keep children safe. ACS intends to award demonstration grants as part of the Community Partnership Initiative in 11 communities by March 2007. ACS will be working with these coalitions to assist families and prevent abuse and neglect. These coalitions will also become the eyes and ears for the community to protect children.

♦ **Establish Neighborhood Child Safety Teams**

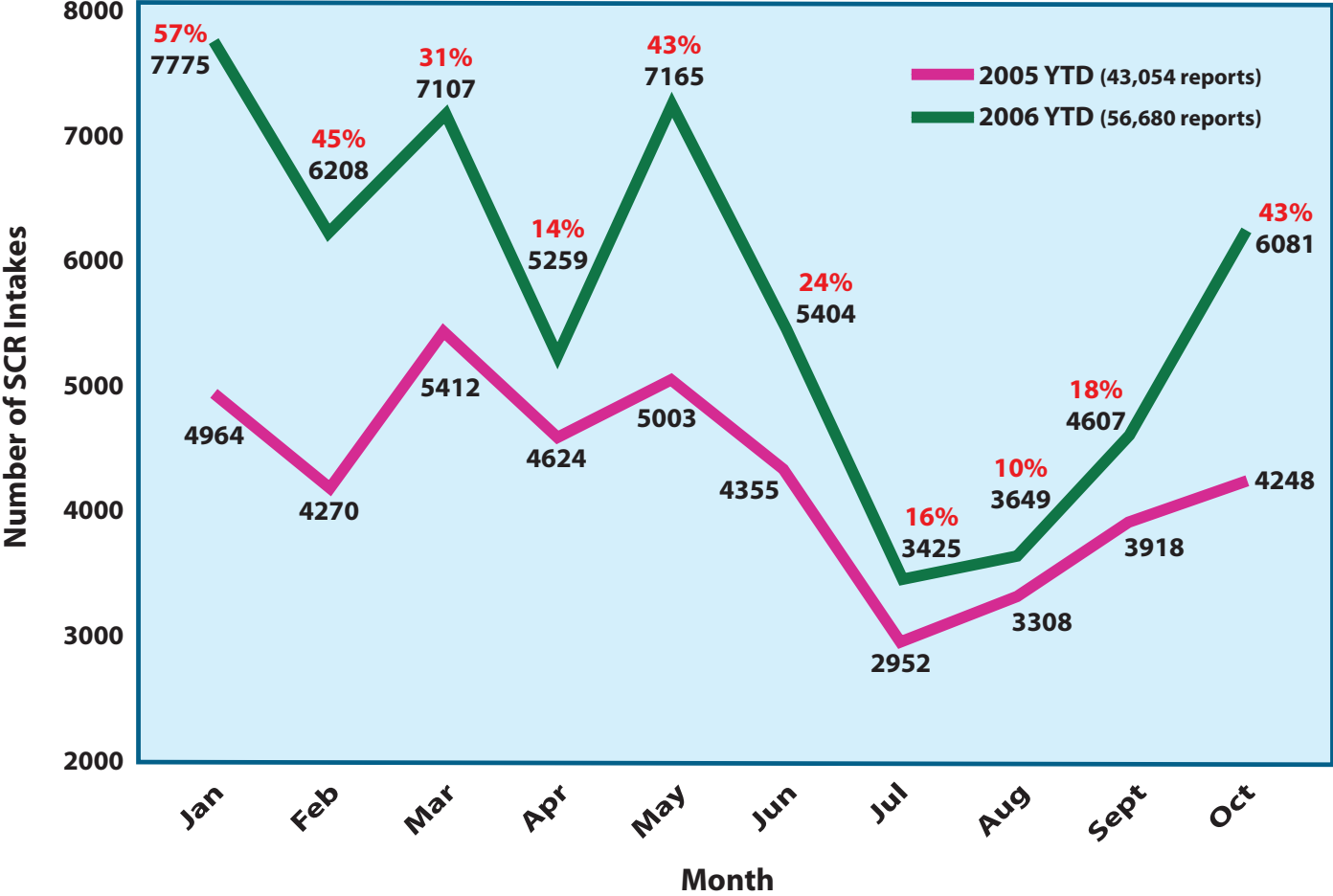
Children's Services is committed to providing services that are community-based and tailored to the specific needs of each community. Some child protective field offices are currently organized by community district. Children's Services intends to expand neighborhood-specific assignment to include all child protective and other child welfare field-based staff. To avoid creating a disproportionate burden on staff assigned to particular communities, ACS decided to delay beginning the expansion of neighborhood specific assignment until we were able to maintain our caseload goal of 12. ACS expects to have completed this reorganization of all child protective staff this winter rather than the original target date of September.

♦ **Deploy the Safety Solutions Team**

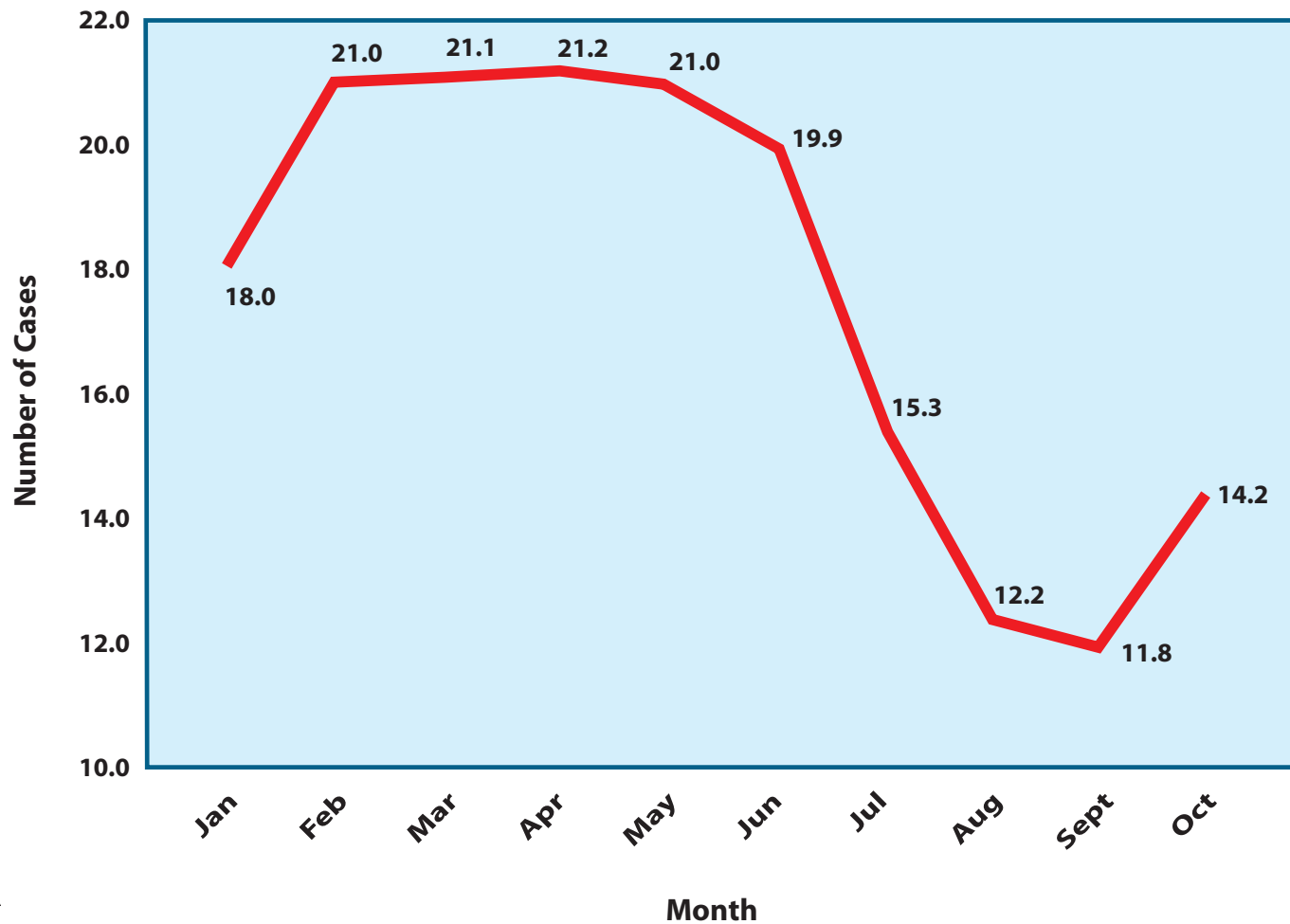
In partnership with a national foundation devoted to child welfare, The Annie E. Casey Foundation, nine child experts from around the country have worked with the Division of Child Protection field offices in all boroughs as well as the Office of Confidential Investigations since early spring. Eighteen Child Protective Manager and Supervisor Units received frontline coaching, modeling and training on best child welfare practices and management. Following completion of this phase, ACS will assess work done to date, identify resources, and continue this effort by having the Safety Solutions Team target additional areas in need of improvement.

In addition, the New York State Office of Children and Family Services and ACS engaged the National Resource Center for Child Protective Services to evaluate New York's existing safety and risk model, including how training, policy, procedures, automation, and supervision support an effective, quality, state of the art safety intervention system. As a result, Children's Services has provided safety and risk refresher training to all Child Protective Specialists and Supervisors and issued several revised practice policies to guide investigative work. This fall, ACS will reconvene with OCFS to complete a joint appraisal and prioritize key next steps.

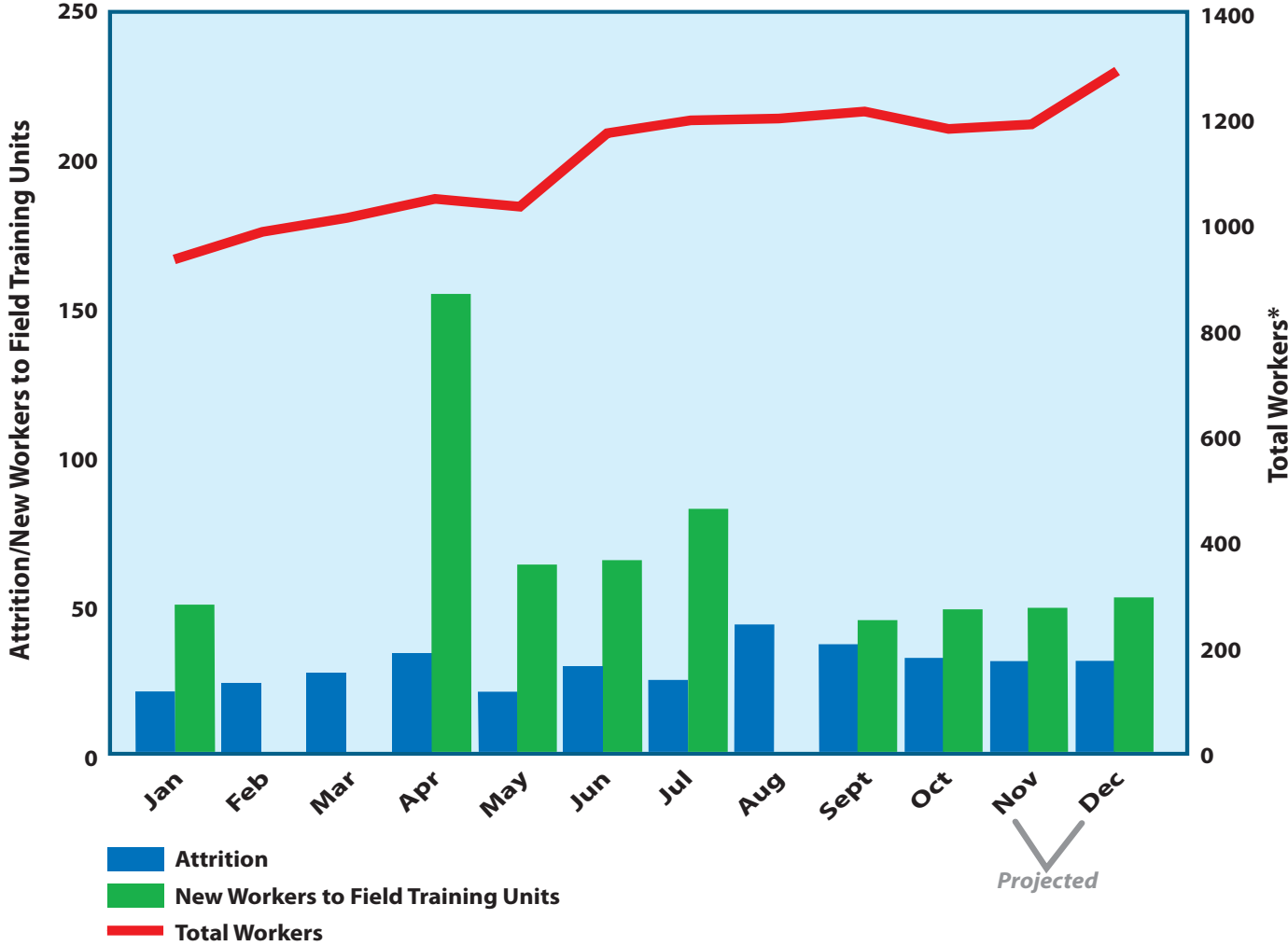
Number and Percentage of Monthly SCR Intakes, 2005 and 2006



Average Child Protective Caseload, 2006

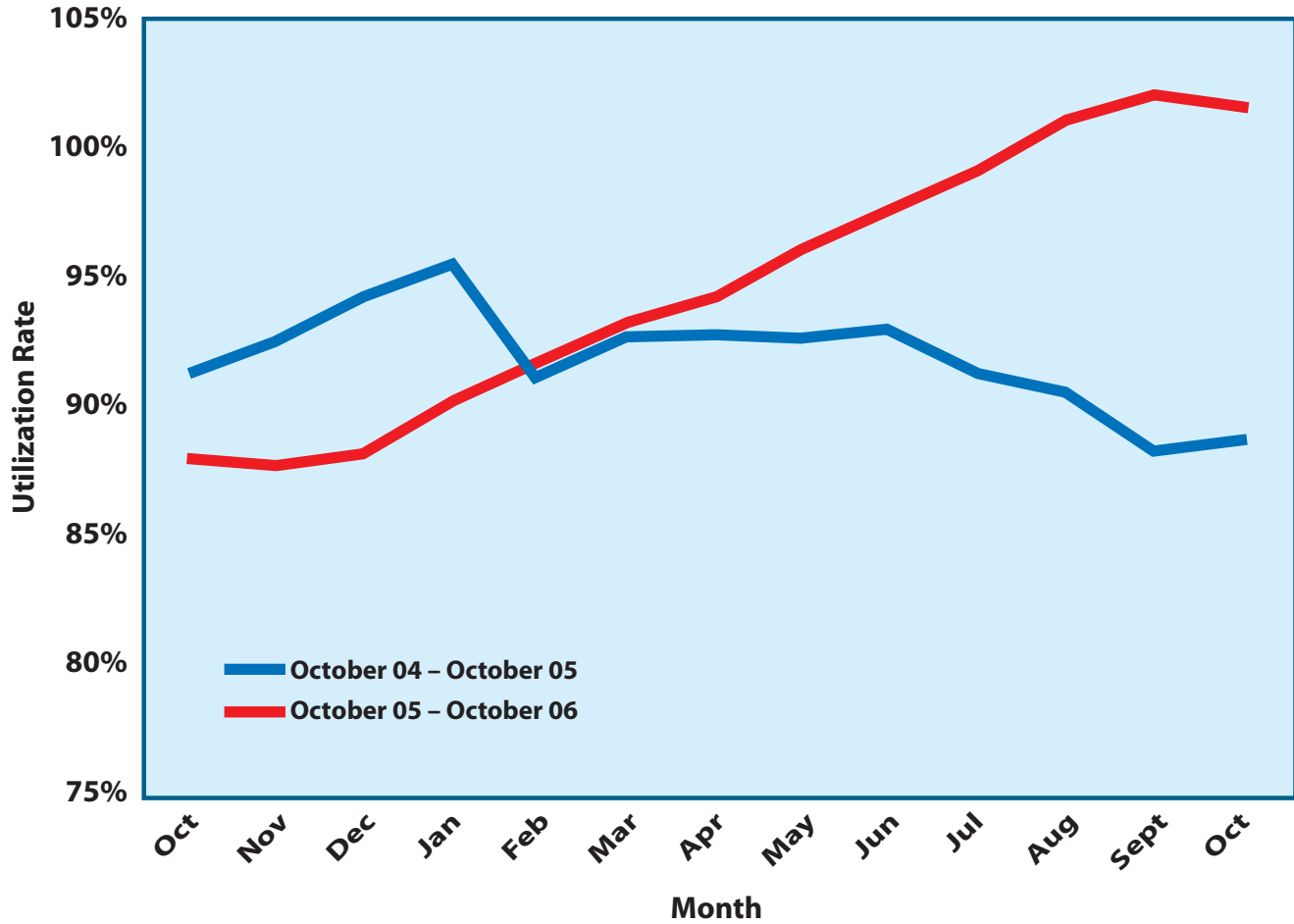


Number of Child Protective Staff, 2006



* Total workers includes full caseload carrying child protective staff, workers with partial training caseloads and new hires at the James Satterwhite Academy.

Preventive Programs Utilization Rate, 2005 and 2006



Keeping Children Safe by Measuring Results

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Institute ChildStat, a comprehensive system of performance data to track results of decisions regarding services, supervision and removal and develop a Safety Scorecard.</p>	<p>April 2006: Changes to the statewide child welfare system, Connections, allowed ACS to access critical caseload reports in real time.</p> <p>May 2006: The ChildStat meeting format was developed.</p> <p>June 2006: Trial ChildStat meetings were launched in each borough.</p> <p>July 2006: ChildStat meetings, led by the Commissioner, Executive Deputy Commissioner and DCP management are launched.</p>	<p>November 2006: Expand data used in ChildStat and continue systems development to ensure readily accessible and accurate performance data.</p> <p>November 2006: Provide zones with safety-related data by worker, manager and unit to enhance each zone's management capacity.</p> <p>Ongoing: Continue weekly ChildStat meetings with child protective zones to identify and address emerging issues and continuously improve case practice.</p>
<p>Implement Oversight and Accountability Project, directing staff resources from central administrative functions into the field to ensure high quality services are provided to children in our care.</p>	<p>June 2006: ACS terminated its contracts with two underperforming preventive services agencies and one foster care agency, and reassigned the programs to high-performing agencies in its effort to improve the quality of services provided to children and families.</p> <p>August 2006: ACS developed Oversight and Accountability Model.</p>	<p>February 2007: Begin working with several preventive and foster care agencies to implement model.</p>
<p>Create a new Quality Assurance/Quality Improvement Program for the Division of Child Protection to pinpoint units with problematic practice and develop and monitor corrective action plans.</p>	<p>June 2006: QA/QI launched an enhanced program with a strong focus on each of the child protective boroughs and increased its case record review capacity to sample a statistically significant number of cases. Lessons learned from the reviews and meetings with child protective managers will be used to inform supervision of practice, ACS's Training Academy, and field-based trainings.</p> <p>August 2006: QA/QI tested a modified record review tool, which will be used to better assess case practice.</p>	<p>November 2006: Modified record review tool to be finalized.</p> <p>January 2007: Reinvented Quality Assurance process further refined.</p>

Sharpening Investigatory Skills and Supporting Sound Decisions

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Establish New York City Leadership Academy for Child Safety to strengthen child protective management and develop a cadre of current and future leaders in the field.</p>	<p>June 2006: ACS developed the design of the Leadership Academy.</p> <p>August 2006: ACS secured public and private funding to advance the development and implementation of the Leadership Academy.</p> <p>September 2006: ACS convened the Leadership Academy Steering Committee, comprised of child welfare and leadership experts, ACS executive and field office leadership, and frontline managers to develop fully the Leadership Academy curriculum.</p>	<p>January 2007: Begin the first series of trainings and coaching activities for ACS's child protective managers.</p>
<p>Engage a labor management consultant to conduct focus groups with workers about policies and other office practices that are duplicative, obsolete and/or inefficient. The consultant will recommend ways to streamline those practices to allow staff more time to work directly with families.</p>	<p>June 2006: ACS and Local 371 met with a consultant from Cornell University School of Industrial and Labor Relations to kick off a labor management initiative focused on developing a shared approach to accountability, exploring technology to improve worker efficiency and effectiveness, and to discuss other major labor management issues.</p> <p>August 2006: ACS and Local 371 held additional meetings to develop these initiatives further.</p>	<p>November 2006: Select handheld devices, which allow workers to make effective use of time out of the office, to disseminate widely to frontline investigative staff.</p> <p>Ongoing: Work collectively to ensure that disciplined decisions are made appropriately to maximize accountability, staff morale and worker effectiveness.</p>
<p>Re-engineer field office operations by retaining a leading management consulting firm to streamline the offices' organizational structure and work processes and to build in incentives for stronger work performance.</p>	<p>April 2006: ACS met with several management consulting groups. Based on those meetings, ACS leadership elected not to retain a consulting group. ACS instead prioritized key leadership changes and administrative and technical support for the field offices. ACS is also receiving technical assistance from the National Center for Child Protection and from experts on the Safety Solutions Team.</p> <p>August 2006: As of August 2006, ACS has made significant leadership changes in the Division of Child Protection, including the hiring of a new Deputy Commissioner, two Associate Commissioners and a new Assistant Commissioner to manage the Division. In addition, ACS has created a new title of Assistant Commissioner for the child protective operation in each borough and is currently filling those positions with both internal and external candidates. ACS has also hired 25 new Child Protective Managers and three Deputy Directors stationed in the field offices.</p>	<p>November 2006: Complete the hiring of all Assistant Commissioner positions in DCP and deputy directors who are responsible for the operations of each field office. Continue to work with the Safety Solutions Team as described in the following section.</p>

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Leverage law enforcement expertise to help protective workers with decision making.</p>	<p>April 2006: Senior Advisor to the Commissioner for Investigations joined ACS. ACS and NYPD made significant progress in improving the collaboration between ACS and NYPD as part of the Mayor’s Interagency Task Force.</p> <p>July 2006: DCAS approves new title allowing ACS to proceed with hiring of 20 protective agents to be stationed in the field.</p>	<p>November 2006: Hire 20 protective agents to improve investigative practice.</p>
<p>Strengthen Instant Response Team Protocol to enhance the effectiveness of ACS-NYPD joint investigations.</p>	<p>May 2006: IRT protocol was updated and reissued.</p> <p>June 2006: The NYPD created a 24/7 Central Intake Desk for ACS IRT Coordinators to call to initiate an Instant Response case and to obtain NYPD assistance when ACS has safety concerns or is executing warrant/entry orders.</p> <p>June 2006: NYPD has assigned a lieutenant to ACS headquarters to serve as a liaison.</p> <p>July 2006: IRT Coordinators have been trained on the updated protocol and the interim IRT electronic notification system.</p>	<p>January 2007: ACS and the NYPD, working with DOITT, will create an interactive IRT database that will allow for electronic notifications and better tracking of data, and will have the ability to produce statistical reports.</p>
<p>Refine educational neglect allegation procedures and build stronger ties between school and child protective workers.</p>	<p>January 2006 to date: ACS staff collaborated closely with Mayor’s Interagency Task Force on Child Welfare and Safety to enhance cooperation and improve policies and procedures involving ACS and the Department of Education, the New York City Policy Department and the Department of Homeless Services.</p> <p>April 2006: All child protective supervisors were provided access to the DOE attendance database.</p> <p>May 2006: DOE implemented updated its abuse and neglect reporting protocol and developed a revised management report that closely tracks unexcused absences.</p> <p>May 2006: ACS appointed DOE liaisons in each field office to improve collaboration on a local level.</p> <p>September 2006: ACS created CPS educational neglect units in every child protective zone.</p> <p>September 2006: ACS issued practice guidelines for investigations of educational neglect and for coordinating with the DOE during a CPS investigation.</p>	<p>January 2007: Create better linkages between preventive programs and the DOE schools to facilitate direct referrals from the school to the preventive agencies when abuse or neglect is not suspected, but the family is in need of assistance.</p> <p>Ongoing: Regular meetings with new DOE Borough Managers and ACS Borough Directors to start this month.</p> <p>Ongoing: Continue work with DOE to track abuse and neglect reports to identify and address emerging issues and pinpoint particular schools or regions on which to focus our collaborative efforts.</p>

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Enhance interagency data sharing and expand interagency collaboration.</p>	<p>June 2006: ACS and DHS began daily data matches to identify families entering the homeless system that may need services from ACS.</p> <p>July 2006: ACS and DHS began weekly matches of all families in the shelter system with active child welfare cases.</p> <p>October 2006: Train DHS and ACS staff on improving interagency collaboration and oversight of families served by both agencies.</p>	<p>December 2006: Begin data match with Department of Probation.</p> <p>January 2007: Commence discussions with HRA and HHC regarding data sharing.</p>
<p>Improve utilization of clinical experts (mental health, domestic violence, medical, substance abuse) in decision making.</p>	<p>July 2006: Children's Services initiated a review of the quality of the clinical consultation program, and its integration into the operations of child protective services.</p> <p>August 2006: Children's Services expanded the clinical resources that will be available to frontline staff by establishing a new contract and amending the contracts with two existing providers of clinical consultation services.</p> <p>August 2006: In addition, Children's Services has issued a Request for Proposals, incorporating program expansion and improvements, to establish new contracts for clinical consultation. These new contracts will be in place by June 1, 2007. Due to contracting difficulties, Children's Services is now seeking a new provider of medical consultation services to cover the Bronx and Queens.</p>	<p>November 2006: Establish three additional clinical consultation teams, staffed by domestic violence, mental health and substance abuse consultants in Brooklyn, Staten Island, and Emergency Children's Services.</p> <p>December 2006: Fully implement the medical consultation program in Brooklyn, Manhattan, and Staten Island.</p> <p>March 2007: Fully implement the medical consultation program in the Bronx and Queens.</p> <p>March 2007: Complete implementation of the enhancement plan based on findings of quality review.</p> <p>June 2007: New clinical consultation program contracts in place.</p>
<p>Set up a task force with Family Court administrators and judges to train on safety and risk assessment models.</p>	<p>March 2006: ACS held a retreat and a series of meetings with Child Protective Managers and ACS attorneys.</p> <p>April 2006: ACS prioritized the development of a shared language and a common understanding of safety and risk between the Divisions of Child Protection and Family Court Legal Services before setting up a task force.</p> <p>July 2006: ACS developed a training plan for the two divisions.</p>	<p>November 2006: Begin training work with a national expert renowned for his work in this area in other major cities.</p> <p>January 2007: Commence task force to introduce to the Family Court judges our shared language and perspective on safety and risk assessments and encourage a dialogue with these critical partners about working with the court on issues related to risk and safety.</p>
<p>Analyze and improve Connections, the statewide child welfare reporting system, in order to reduce barriers to its utility by field workers, managers and contract agency staff, and enhance time spent in the field.</p>	<p>March 2006: Build 18.7.3 deployed, reducing complications that led to computer crashes and delays and improving reliability and efficiency of CNNX. ACS provided with new reporting capability to run real-time caseload and other critical reports.</p> <p>August 2006: ACS completed its initial feasibility review of six handheld devices, which were tested by 12 frontline child protective staff.</p>	<p>November 2006: Select the device to be procured on a wide scale.</p> <p>January 2007: Begin to explore with DOITT and OCFS the use of Web services architecture for CNNX.</p>

Focusing on Child Safety Throughout Children’s Services

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Double the number of family oversight staff to reduce caseloads, thereby allowing for more oversight of families and their safety plans.</p>	<p>April 2006: ACS convened a group of preventive services providers to advise ACS on the development of the new role of these staff.</p> <p>June 2006: ACS decided to delay the hiring of new family oversight staff due to the sustained increase in reports of abuse and neglect and its primary need to reduce the caseloads of child protective workers.</p>	<p>November 2006: Complete specialized training curriculum.</p> <p>Fiscal Year 2007-2008: Commence hiring of workers.</p>
<p>Implement performance-based management of preventive services contracts to ensure that services help families meet their safety obligations. Reallocate funding from weaker performing agencies to stronger agencies.</p>	<p>April 2006: ACS convened Preventive EQUIP focus groups of provider agencies and others to refine data indicators and determine best methods to measure performance.</p> <p>June 2006: ACS terminated its contracts with two underperforming preventive services agencies, and reassigned the programs to high-performing agencies in its efforts to improve the quality of services provided to children in care.</p>	<p>December 2006: Finalize first annual Preventive EQUIP design.</p> <p>January 2007: Begin Preventive EQUIP data collection.</p> <p>October 2007: Provide first Preventive EQUIP results.</p> <p>Ongoing: Continue assessments of preventive agency performance and reallocation of slots to higher performing agencies.</p>
<p>Institute safety assessments, with reviews occurring when families do not follow their service plan or the services are ineffective.</p>	<p>June 2006: ACS developed a practice model for safety assessments.</p>	<p>December 2006: Practice model implemented and newly hired family oversight workers trained.</p>
<p>Develop community partnerships consisting of ACS staff, community groups, other neighborhood resources, contract agencies and other government agencies. Integrate Child Care/Head Start programs into the community partnerships.</p>	<p>June 2006: ACS designed the program and selected the 11 communities to pilot the community partnership initiative.</p> <p>August 2006: ACS released a solicitation for proposals from community coalitions, beginning in Jamaica, Highbridge and Bedford Stuyvesant.</p>	<p>November 2006: Award grants to selected community coalitions in first three communities.</p> <p>January 2006: Commence community partnerships in first three communities.</p> <p>March 2007: Expand to remaining eight pilot communities on a rolling basis throughout the year.</p>

<i>Initiative</i>	<i>Milestones</i>	<i>Key Next Actions</i>
<p>Increase funding to preventive agencies to enhance services to families with a variety of needs and to increase services in geographic areas of high need.</p>	<p>April 2006: Distributed \$9 million dollars in service enhancement and technical assistance funds to preventive service providers for FY06. These funds were used to support group work with parents and children, to improve the quality of services through clinical consultation, and to provide concrete assistance to vulnerable families, among other uses. Programs which did not meet the performance and utilization criteria to qualify for service enhancement funds were offered small technical assistance grants, to address their performance issues.</p> <p>May 2006: ACS funded seven provider agencies to provide enhanced services for parents of babies with positive toxicology results and teens with behavioral difficulties.</p> <p>June 2006: Established contracts to provide intensive evidence-based preventive interventions for more than 600 high-risk youth and their families to prevent placement into foster care, support successful family reunifications and reduce involvement in the criminal justice system.</p> <p>August 2006: Through a City Council initiative, Children's Services distributed \$4.2 million to its preventive provider agencies to reduce preventive services caseloads.</p> <p>September 2006: Children's Services distributed an additional \$9 million in flexible funding for service enhancements and technical assistance.</p>	<p>September 2007: In conjunction with a consultant, complete evaluation of the impact of the \$9 million enhancement funding on service provisions.</p>
<p>Implement Phase II of Congregate Care Plan, to encourage appropriate movements of teens from group settings to supportive family settings and to increase the percentage of teens initially placed into family settings.</p>	<p>July 2006: ACS decided to delay the implementation of Phase II of the Congregate Care Plan as it assesses the system's ongoing capacity needs in light of the sustained increase in abuse and neglect reports.</p>	<p>January 2008: As part of the oversight and accountability redesign plan, continue to reduce the reliance on congregate care. Reduce congregate care utilization rates to levels achieved in other major urban areas.</p>
<p>Establish Neighborhood Child Safety Teams, whereby Child Protective Managers, Supervisors and line workers will operate in community teams that respond to the specific needs of those areas.</p>	<p>May 2006: An ACS workgroup assessed the degree to which ACS is assigned to smaller geographic areas within ACS's child protective zones. Several DCP units in the field offices were CD assigned, responding to new SCR reports received within a specific CD.</p> <p>June 2006: ACS decided to delay the expansion of neighborhood specific assignment due to high caseload levels resulting from a sustained increase in abuse and neglect reports.</p>	<p>January 2007: Create Neighborhood Child Safety Teams, which include all field-based child welfare staff, across the City.</p>
<p>Deploy the Safety Solutions Team, made up of child protective experts available to address barriers to effective field office operations and advise on improving safety.</p>	<p>May 2006: In partnership with the New York State Office of Children and Family Services (OCFS), ACS engaged the National Resource Center on Child Protective Services (NRCCPS) to evaluate New York's existing safety and risk model including how training, policy, procedure, automation, and supervision support an effective, quality, state of the art safety intervention system.</p>	<p>Ongoing: ACS will review the recommendations and findings of the Safety Solutions Team to determine how to incorporate their ideas into practice.</p>



**NYC Administration
for Children's Services**

Michael R. Bloomberg, *Mayor*

John B. Mattingly, *Commissioner*