

ADMINISTRATION FOR CHILDREN'S SERVICES

John B. Mattingly, Commissioner

Key Public Service Areas

- ✓ Protect children from abuse and neglect.
- ✓ Provide preventive and foster care services to meet the needs of children and families.
- ✓ Ensure timely reunification or adoption services based on the needs of the child.
- ✓ Ensure access to quality, safe child care and Head Start services in communities.

Scope of Agency Operations

The Administration for Children's Services (ACS) is responsible for protecting the City's children from abuse and neglect. ACS investigates child abuse and neglect reports involving approximately 92,000 children annually and provides preventive services to an average of 31,000 children. ACS provides foster care for approximately 17,000 children through 41 foster care agencies citywide, and helps arrange for the adoption of approximately 1,600 children a year. ACS also funds and supports 253 Head Start centers and enrolls 103,000 children in child care programs through contracted providers.

Critical Objectives

- Respond within 24 hours to every allegation of abuse and neglect, and perform thorough assessments of safety and risk.
- Increase access to quality, neighborhood-based services to support families and to prevent placement or re-entry into foster care.
- Maximize rate of placement of children in foster homes within their own neighborhoods.
- Maximize rate of placement of children in foster care with family members and placement of children with their siblings as appropriate.
- Enhance family involvement in service planning for children in foster care.
- Provide a safe, stable foster care environment for children.
- Decrease the length of time children remain in foster care.
- Ensure availability and accessibility of child care services in communities.

Preliminary Performance Highlights

- The percentage of abuse and neglect reports responded to within 24 hours increased from 94.5 percent in the first four months of Fiscal 2007 to 97.0 percent in the first four months of Fiscal 2008 and is the highest reported in the Mayor's Management Report since Fiscal 2001.
- The percent of reports that were substantiated (credible evidence of abuse or neglect was found) increased from 40.0 percent in the first four months of Fiscal 2007 to 41.7 percent in the first four months of Fiscal 2008. During this same period the percent of children in completed investigations with repeat investigations within a year fell from 21.5 to 20.6 percent, and the percent of children with substantiated reports followed by a second substantiated report within one year decreased from 14.5 percent to 14.0 percent. These trends reflect a more careful approach to investigations and service delivery prompted in part through ChildStat, ACS' weekly data and case review process.
- There was an 8.1 percent increase in the average daily number of children receiving preventive services, from 28,491 in the first four months of Fiscal 2007 to 30,809 in the first four months of Fiscal 2008.
- The percent of children placed in foster homes in their home boroughs upon admission to foster care decreased to 52.2 percent from 63.0 percent, and the percent of children placed in their own community districts decreased from 14.0 percent to 11.5 percent. ACS has focused on placing children into foster homes as soon they come into care to minimize the trauma of removal. Children are being placed into homes that meet their needs, including foster homes outside their communities if a foster home in their community is not available. ACS staff continues to seek placements in proximity to children's homes while ensuring that children stay at the Children's Center for as short a time as possible.
- The number of children in foster care with relatives increased 8 percent from 4,561 to 4,927, but there was a drop in the percent of children initially entering care that are placed with relatives from 30.5 percent to 23.7 percent. The reduction in initial kinship placements, which have



been trending downward since Spring 2007, reflects an ongoing focus on assessing safety and risk in kinship homes when children are placed on an emergency basis.

- The proportion of separated siblings in foster care receiving bi-weekly visits from their other siblings improved from 71 percent to 79 percent. ACS has established a new Office of Family Visiting and new visiting centers.
- The number of abuse/neglect reports for children in foster care increased from 401 during the first four months of Fiscal 2007 to 453 in the comparable period in Fiscal 2008; 36.0 percent of abuse and/or neglect reports for children in foster care were substantiated compared to 15.8 percent of reports during the prior reporting period. For children in child care the number of reports increased from 126 to 140 and the percent substantiated rose from 18.1 percent to 31.6 percent. Beginning in Spring 2007, new strategies were implemented to improve reporting of potential abuse/neglect in foster care and child care settings through interagency collaboration and provider training. Strategies were also implemented to improve the quality of abuse/neglect investigations in childcare through training for providers, as well as discussions with the Department of Health and Mental Hygiene regarding their role in investigations.
- The percentage of children in congregate care decreased by 6.4 percent. This is due to ACS' strategy to reduce the number of placements into congregate care and increase placement into family-based settings with support services.
- The percentage of children in foster care who have had two or more transfers from one facility to another decreased from 44.0 percent to 41.4 percent. This trend coincides with ACS' standing priority of enhancing the stability of foster care placements.
- The percentage of children returned to their parents within 12 months of entering care improved from 56.1 percent to 64.9 percent. This is in part due to new programs put in place by provider agencies to reduce lengths of stay through the reinvestment initiative; which provides resources to invest in aftercare services to expedite permanency.
- During the first four months of Fiscal 2008, the number of adoptions finalized declined by 10.6 percent to 438, compared to 490 during the same period in Fiscal 2007. The number of children eligible for adoption declined by 10.2 percent over the same period.
- The child care occupancy rate for October 2008 of 89.8 percent increased from the October 2007 rate of 82.4 percent. The Head Start occupancy rate for October 2008 of 85.6 percent is a decrease from the October 2007 rate of 90.2 percent. During Summer 2007, 600 Head Start slots were reallocated; causing those providers with additional capacity to phase in new services gradually and to reduce the rate of occupancy. Head Start has reduced class sizes to comply with federal regulations.

Performance Report

✓ Protect children from abuse and neglect.

Performance Statistics	A c t u a l			Updated FY08 ¹	FY09 ¹	4-Month Actual FY07	4-Month Actual FY08
	FY05	FY06	FY07				
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	96.4%	94.3%	96.0%	100.0%	100.0%	94.5%	97.0%
Substantiated investigations (%)	32.6%	35.6%	39.8%	*	*	40.0%	41.7%
Children in completed investigations with repeat investigations within a year (%)	20.2%	21.4%	22.0%	*	*	21.5%	20.6%
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	11.5%	12.6%	14.7%	12.0%	12.0%	14.5%	14.0%

★ Critical Indicator 📞 311 related ¹ Numeric Target **Bold** - indicates revisions from the September 2007 MMR "NA" - means Not Available in this report

✓ Provide preventive and foster care services to meet the needs of children and families.



Performance Statistics	A c t u a l			Updated FY08 ¹	FY09 ¹	4-Month Actual FY07	4-Month Actual FY08
	FY05	FY06	FY07				
★ Children receiving contract preventive services	28,781	27,304	29,498	*	*	28,491	30,809
★ Children in foster care (average)	18,968	16,706	17,005	*	*	16,827	16,948
- Children in foster kinship homes	4,669	4,056	4,806		*	4,561	4,927
- Children in nonrelative foster boarding homes	10,743	9,688	9,443	*	*	9,474	9,409
- Children in congregate care	3,557	2,962	2,757	*	*	2,791	2,613
All children entering foster care (Preliminary)	4,887	6,402	7,072	*	*	2,353	2,552
★ - New children entering foster care (Preliminary)	3,649	4,897	5,651	*	*	1,903	2,026
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	8.7%	7.8%	11.4%	8.0%	8.0%	9.6%	10.6%
Children placed in foster care in their borough (%) (Preliminary)	76.8%	74.1%	65.7%	*	*	63.0%	52.2%
★ Children placed in foster care in their community district (%) (Preliminary)	21.7%	17.8%	13.5%	20.0%	20.0%	14.0%	11.5%
★ Children entering foster care who are placed with relatives (%) (Preliminary)	21.4%	25.3%	28.1%	*	*	30.5%	23.6%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	91.4%	90.2%	85.3%	*	*	87.6%	80.8%
Separated siblings in foster care receiving biweekly visits from their other siblings (%) (Preliminary)	77.2%	78.3%	67.0%	*	*	71.0%	79.0%
Parents or caregivers attending Post-Removal 72-Hour Child Safety Conferences (%)	74.3%	77.8%	78.4%	*	*	75.6%	75.3%
Children in foster care who had two or more transfers from one facility to another (%)	43.3%	45.1%	43.4%	*	*	44.0%	41.8%
Abuse and/or neglect reports for children in foster care and child care	1,330	1,551	1,688	*	*	529	593
- for children in foster care	1,095	1,256	1,337	*	*	401	453
- for children in child care	235	295	351	*	*	128	140
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	15.2%	16.6%	23.2%	*	*	22.3%	34.9%
- for children in foster care (%) (Preliminary)	14.6%	14.9%	22.5%	*	*	15.8%	36.0%
- for children in child care (%) (Preliminary)	18.0%	24.7%	25.4%	*	*	18.1%	31.6%
Cost per foster care case \$							
- Congregate care by level of need							
- Level 1	\$134.90	\$144.57	\$191.93	*	*	Annual Only	
- Level 2	\$172.93	\$186.29	\$205.62	*	*	Annual Only	
- Level 3	\$182.95	\$200.02	\$262.00	*	*	Annual Only	
- Foster boarding home	\$51.91	\$54.58	\$57.69	*	*	Annual Only	

★ Critical Indicator 📞 311 related ¹ Numeric Target **Bold** - indicates revisions from the September 2007 MMR "NA" - means Not Available in this report



✓ **Ensure timely reunification or adoption services based on the needs of the child.**

Performance Statistics	A c t u a l			Updated FY08 ¹	FY09 ¹	4-Month Actual FY07	4-Month Actual FY08
	FY05	FY06	FY07				
Median length of stay for children entering foster care for the first time who are returned to parent (months)	8.2	10.3	11.5	10.0	10.0	Annual Only	
Children returned to parent(s) within 12 months (%) (Preliminary)	44.9%	55.6%	60.0%	60.0%	60.0%	56.1%	64.9%
Children eligible for adoption (average)	3,083	2,805	2,561	*	*	2,676	2,402
Children adopted	2,364	1,831	1,562	*	*	490	438
Median length of stay in foster care before child is adopted (months)	59.7	58.0	54.2	50	50	Annual Only	
Average time to complete adoption (years)	3.4	3.5	3.4	3.0	3.0	3.3	3.6

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✓ **Ensure access to quality, safe child care and Head Start services in communities.**

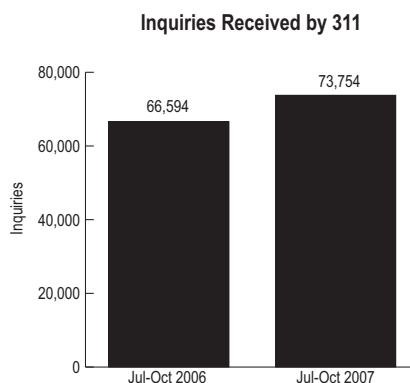
Performance Statistics	A c t u a l			Updated FY08 ¹	FY09 ¹	4-Month Actual FY07	4-Month Actual FY08
	FY05	FY06	FY07				
★ ☎ Child care capacity filled (%)	96.9%	96.1%	96.0%	99.0%	99.0%	82.4%	92.4%
★ ☎ Head Start capacity filled (%)	97.7%	100.2%	98.0%	95.0%	95.0%	90.2%	87.6%
Cost per child care slot							
- Group child care (voucher) (\$)	\$6,615	\$6,956	\$9,675	*	*	Annual Only	
- Family child care (voucher) (\$)	\$5,620	\$6,085	\$6,959	*	*	Annual Only	
- Group child care (contract) (\$)	\$8,337	\$9,510	\$13,214	*	*	Annual Only	
- Family child care (contract) (\$)	\$5,950	\$6,942	\$7,194	*	*	Annual Only	
Cost per Head Start slot (\$)	\$8,808	\$8,797	\$10,272	*	*	Annual Only	

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Inquiries Received by the 311 Customer Service Center



The 311 Customer Service Center received 73,754 ACS-related inquiries from July through October 2007. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 ACS - related inquiries:	Total	% of ACS Inquiries
☎ Subsidized Child Care - Recertification or Change	11,904	16.1%
☎ ACS Eligibility Appointment	5,944	8.1%
☎ Child Care Center - Preschool	4,132	5.6%
☎ Subsidized Child Care Application - Brooklyn	3,449	4.7%
☎ Subsidized Child Care - Information and Assistance	3,357	4.6%



Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY05	FY06	FY07	2007 MMR	FY08'	FY09'	Actual	Actual
				FY08	FY08'	FY09'	FY07	FY08
Expenditures (\$ millions) ²	\$2,283.6	\$2,326.5	\$2,758.7	\$2,751.8	\$2,761.9	\$2,686.6	\$1,601.4	\$1,595.1
Revenues (\$ millions)	\$3.5	\$3.9	\$2.4	\$3.4	\$3.4	\$3.4	-\$0.2	\$1.5
Personnel	6,411	6,682	6,950	7,642	7,488	7,414	6,800	7,008
Overtime paid (\$000)	\$14,547	\$21,894	\$23,855	*	*	*	\$9,448	\$5,651
Human services contract budget (\$ millions)	\$1,291.6	\$1,230.6	\$1,601.8	\$1,543.5	\$1,573.3	\$1,528.3	\$543.2	\$550.2
Work Experience Program (WEP) participants assigned	110	71	77	*	*	*	149	59

¹ January 2008 Financial Plan

Bold - revisions from the September 2007 MMR

"NA" - Not Available in this report

² Expenditures include all funds. January Plan figures reflect modifications in federal, State, and other non-City funding since the adoption of the 2008 budget.

Noteworthy Changes, Additions or Deletions

- The indicator 'the percentage of children adopted within 24 months from the time that adoption is decided as appropriate' has been deleted because it is redundant with the 'Average time to complete adoption (years)' indicator, which also looks at the time between adoption and when the child's permanency planning goal was changed to adoption among those children who were adopted during a given period.
- ACS has revised Fiscal 2008 and 2009 targets for six indicators; 'Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)', 'Children who re-enter foster care within a year of discharge to family (%) (Preliminary)', 'Children placed in foster care in their community district (%) (Preliminary)', 'Median length of stay for children entering foster care for the first time who are returned to parent (months)', 'Children returned to parent(s) within 12 months (%) (Preliminary)', and 'Children adopted'.

Additional Critical Indicators Available Online Through the Citywide Performance Reporting System

Development of the Citywide Performance Reporting (CPR) system has resulted in the identification of new outcome-oriented performance measures for many agencies. The following Critical Indicators for the Administration for Children's Services are not shown in the Preliminary Mayor's Management Report, but can be viewed online through the CPR system at NYC.gov. They will appear in print in the September 2008 Mayor's Management Report.

- ★ Average child protective specialist caseload
- ★ Children eligible for adoption who are adopted (%)
- ★ Number of Families Entering Purchased Preventive Services
- ★ Number of State Central Register Consolidated Investigations
- ★ Number of State Central Register Intakes
- ★ Total Enrollment in Subsidized Child-Care
- ★ Total Head Start Enrollment

