



ADMINISTRATION FOR CHILDREN'S SERVICES

Ronald E. Richter, Commissioner

Key Public Service Areas

- ✓ Protect children and youth from abuse and neglect.
- ✓ Provide preventive and foster care services to meet the needs of children, youth 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.
- ✓ Provide custody and care of youth in secure and safe detention facilities.
- ✓ Provide services to prevent youth from returning to the juvenile justice system.

Scope of Agency Operations

The Administration for Children's Services (ACS) is responsible for protecting and strengthening the City's children, youth, and families by providing quality child welfare, juvenile justice, early care and education services. Each year, ACS conducts 60,000 investigations of abuse or neglect of New York City children and youth. For those children, youth and families involved in the child welfare system, ACS provides preventive and foster care services through contracts with nonprofit private providers. We also provide quality early care and education services, which prepares our youngest residents for success in school and beyond. Services are available for children from low income working families, families receiving child welfare services and for children whose parents are entering the work force from public assistance. These services are purchased from private-nonprofit agencies or informal private providers. In addition, we deliver a range of juvenile justice services to young people and their families from detention to placement, as well as intensive community-based programs that we employ at all stages of the juvenile justice process while always remaining focused on public safety. Our community-based alternatives programs help families whose youth are having behavioral problems by using evidence-based services that address family functioning.

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 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.
- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services

Performance Report

✓ Protect children and youth from abuse and neglect.

- Between fiscal years 2006 and 2011, reports of child abuse and/or neglect increased annually. This trend reversed in Fiscal 2012 when the number of reports declined 3.8 percent from 65,761 in Fiscal 2011 to 63,251. The number of consolidated investigations between fiscal years 2011 and 2012 also declined by 4.2 percent from 59,982 in Fiscal 2011 to 57,453 in Fiscal 2012. During this period the rate of repeat substantiated investigations also fell 5.3 percent from 17.1 percent in Fiscal 2011 to 16.2 percent in Fiscal 2012.
- The percentage of abuse and neglect reports that were responded to within 24 hours declined from 93.5 percent in Fiscal 2011 to 92.1 percent in Fiscal 2012. ACS is developing an automated process for implementation in December 2012 that will improve tracking and monitoring of these contacts and contribute to increased timeliness of investigation initiation.

Abuse and/or Neglect Investigations and the Percent Substantiated

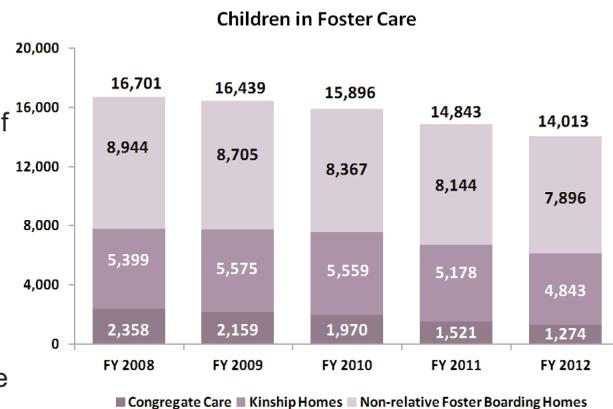


Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Number of State Central Register Consolidated investigations	59,317	59,161	59,228	59,982	57,453	*	*	Neutral
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	97.3%	97.6%	95.8%	93.5%	92.1%	100.0%	100.0%	Neutral
Substantiation rate	39.9%	42.0%	41.9%	40.1%	39.6%	*	*	Neutral
★ Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)	14.2%	14.7%	16.9%	17.1%	16.2%	12.0%	14.0%	Upward
★ Average child protective specialist caseload	11.0	9.3	9.1	9.4	8.7	12.0	12.0	Downward
★ Critical Indicator "NA" - means Not Available in this report								

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

- The number of new families receiving preventive services through ACS contracted programs increased 28.7 percent from 7,865 in Fiscal 2011 to 10,124 in Fiscal 2012.

- ACS continues to see declines in the foster care census which was at a recent high of 16,701 in Fiscal 2008. The average number of children in foster care declined 5.6 percent from 14,843 in Fiscal 2011 to 14,013 in Fiscal 2012. The number of children in residential care fell 16.2 percent from 1,521 in Fiscal 2011 to 1,274 in Fiscal 2012. There was also a 6.5 percent decrease in the number of children in kinship homes and 3.0 percent decrease in non-relative foster boarding homes.



- Since 2009, the number of children entering foster care has decreased steadily. This trend continued when placements decreased 10.4 percent from 6,356 in Fiscal 2011 to 5,698 in Fiscal 2012. When children need to be placed in foster care, ACS aims to place them with their siblings and relatives in the community. The percent of children placed in their home communities upon admission was 33.5 percent in Fiscal 2012, and 57.9 percent of children were placed in their home borough. At the same time, 27.1 percent of children entering foster care were placed with relatives and the proportion of siblings placed together reached 86.3 percent.

- The overall number of reports of abuse and/or neglect of children in foster care or child care received by ACS fell 8.0 percent from 2,416 in Fiscal 2011 to 2,223 in Fiscal 2012. This decline was driven by a reduction in foster care reports which fell 6.8 percent from 2,040 in Fiscal 2011 to 1,902 in Fiscal 2012. Reports for child care declined by 14.1 percent from 375 to 322 during the same period. The percent of foster care reports that were substantiated decreased by 10.7 percent from 34.7 in Fiscal 2011 to 31.0 percent in Fiscal 2012 and the percent of child care reports that were substantiated fell from 29.7 to 24.8 percent during this period.

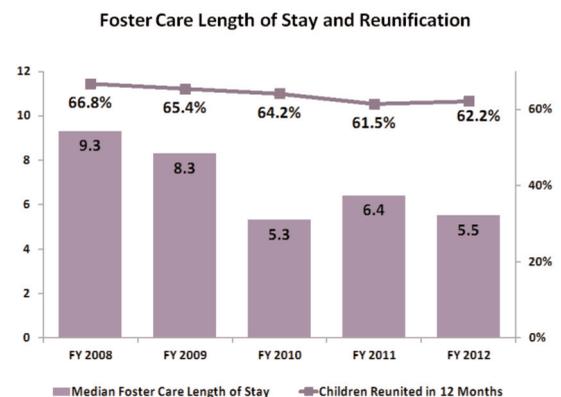
Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Children in foster care (average)	16,701	16,439	15,896	14,843	14,013	*	*	Downward
- Children in foster kinship homes	5,399	5,575	5,559	5,178	4,843	*	*	Downward
- Children in nonrelative foster boarding homes	8,944	8,705	8,367	8,144	7,896	*	*	Downward
- Children in congregated care	2,358	2,159	1,970	1,521	1,274	*	*	Downward
All children entering foster care (preliminary)	7,401	7,406	7,108	6,356	5,698	*	*	Downward
★ Critical Indicator "NA" - means Not Available in this report								

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	11.1%	14.1%	11.0%	11.2%	10.4%	10.0%	10.0%	Downward
Children placed in foster care in their borough (%) (Preliminary)	54.0%	57.8%	58.8%	60.4%	57.9%	*	*	Neutral
★ Children placed in foster care in their community	29.1%	32.7%	31.2%	35.1%	33.5%	*	*	Upward
★ Children entering foster care who are placed with relatives (%) (Preliminary)	24.3%	24.5%	25.0%	27.0%	27.1%	*	*	Upward
Siblings placed simultaneously in the same foster home (%) (Preliminary)	79.7%	80.9%	83.0%	85.0%	86.3%	*	*	Neutral
Children in foster care who had one or fewer transfers from one facility to another (%)	58.6%	59.2%	58.2%	57.9%	57.8%	*	*	Neutral
Abuse and/or neglect reports for children in foster care and child care	2,027	2,366	2,548	2,416	2,223	*	*	Neutral
- for children in foster care	1,650	1,940	2,170	2,040	1,902	*	*	Upward
- for children in child care	377	426	377	375	322	*	*	Downward
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	29.4%	31.5%	32.5%	33.9%	30.1%	*	*	Neutral
- for children in foster care (%) (Preliminary)	30.0%	31.8%	33.3%	34.7%	31.0%	*	*	Neutral
- for children in child care (%) (Preliminary)	26.8%	30.1%	28.3%	29.7%	24.8%	*	*	Neutral
Cost per foster care case \$ - Congregate care by level of need - Level 1	\$201.88	\$213.44	\$221.42	\$252.76	\$272.44	*	*	Upward
- Level 2	\$215.82	\$225.35	\$231.76	\$240.69	\$316.09	*	*	Upward
- Level 3	\$271.07	\$294.63	\$306.51	\$311.59	\$336.53	*	*	Upward
- Foster boarding home	\$63.46	\$66.94	\$68.35	\$63.69	\$66.57	*	*	Neutral
★ Number of Families Entering Purchased Preventive Services	11,227	11,209	10,207	7,865	10,124	*	*	Downward

★ Critical Indicator "NA" - means Not Available in this report

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

- The median length of stay for children entering foster care for the first time who are returned to their parents decreased from 6.4 months in Fiscal 2011 to 5.5 months.
- The percent of children reunified with their parents who re-entered foster care within in a year decreased 7.1 percent from 11.2 percent in Fiscal 2011 to 10.4 percent in Fiscal 2012.
- 1,295 adoptions were finalized during Fiscal 2012. This represents an increase of 9.2 percent from the 1,186 that were finalized during Fiscal 2011. In addition, the percent of children eligible for adoption who were ultimately adopted increased by 10.6 percent from 69.9 percent in Fiscal 2011 to 77.3 percent in Fiscal 2012.



Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Median length of stay for children entering foster care for the first time who are returned to parent (months)	9.3	8.3	5.3	6.4	5.5	6.0	6.0	Downward
Children returned to parent(s) within 12 months (%) (Preliminary)	66.8%	65.4%	64.2%	61.5%	62.2%	60.0%	64.0%	Neutral
Children eligible for adoption (average)	2,098	1,839	1,780	1,697	1,675	*	*	Downward
Children adopted	1,472	1,344	1,156	1,186	1,295	*	*	Downward

★ Critical Indicator "NA" - means Not Available in this report

	Actual					Target		5-Yr. Trend
Median length of stay in foster care before child is adopted (months)	53.8	53.7	53.1	52.9	53.2	50.0	50.0	Neutral
Average time to complete adoption (years)	3.4	3.2	3.2	3.0	3.1	3.0	3.0	Neutral
★ Children eligible for adoption who are adopted (%)	70.2%	73.1%	64.9%	69.9%	77.3%	*	*	Neutral

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

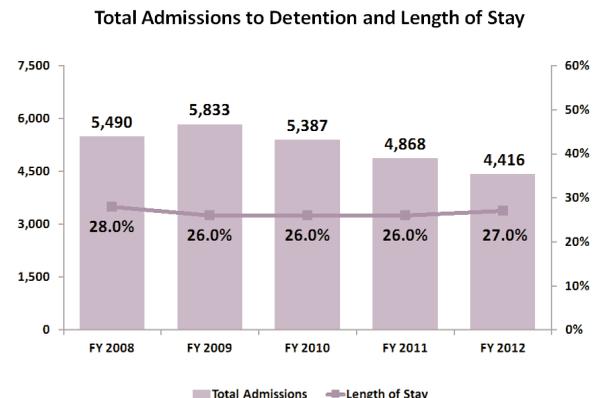
- Head Start utilization has remained at 95 percent or above since Fiscal Year 2009.
- The total number of children using vouchers for child care remained stable at approximately 69,000 in fiscals 2011 and 2012. However, vouchers for Low-Income Working/ Other Families decreased by 7.3 percent, from 18,595 in Fiscal 2011 to 17,238 in Fiscal 2012 while the number of TANF vouchers increased 3.8 percent from 49,889 to 51,782.

	Actual					Target		5-Yr. Trend
Performance Statistics	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total Head Start enrollment	18,147	18,561	18,563	18,423	18,351	*	*	Neutral
★ Head Start capacity filled (%)	92.0%	96.0%	96.1%	95.4%	95.0%	95.0%	95.0%	Neutral
★ Total enrollment in subsidized child-care (low-income working/other families and TANF)	102,292	104,275	102,246	98,643	95,979	102,000	110,000	Neutral
★ Total contracted child care capacity filled (%)	89.1%	94.8%	90.6%	89.9%	87.6%	99.0%	99.0%	Neutral
Contracted family child care capacity filled (%)	98.4%	102.7%	102.5%	94.0%	89.6%	99.0%	99.0%	Downward
Contacted group child care capacity filled (%)	85.6%	91.7%	85.6%	88.1%	86.7%	99.0%	99.0%	Neutral
Total number of children using vouchers for child care (low-income working/ other families)	23,281	22,069	20,801	18,595	17,238	*	*	Downward
Total number of children using vouchers for child care (TANF)	47,632	49,463	51,399	49,889	51,782	*	*	Neutral
Total number of children using vouchers for child care (TANF and low-income working /other families)	70,913	71,532	72,200	68,484	69,020	*	*	Neutral
Cost per child care slot - Group child care (voucher) (\$)	\$9,874	\$10,080	\$9,767	\$9,926	\$10,052	*	*	Neutral
- Family child care (voucher) (\$)	\$7,048	\$7,151	\$8,590	\$8,124	\$8,207	*	*	Upward
- Group child care (contract) (\$)	\$13,095	\$12,710	\$13,672	\$13,995	\$14,021	*	*	Neutral
- Family child care (contract) (\$)	\$7,306	\$7,457	\$7,910	\$8,044	\$8,185	*	*	Upward
Cost per Head Start slot (\$)	\$10,461	\$10,820	\$10,359	\$11,271	\$11,271	*	*	Neutral

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide custody and care of youth in secure and safe detention facilities.**

- Since Fiscal 2009 the average daily population in detention has decreased steadily. This trend continued as the average daily population decreased from 337.4 in Fiscal 2011 to 326.5 in Fiscal 2012. The decline in the average daily population was largely driven by reductions in admissions which fell 9.3 percent from 4,868 in Fiscal 2011 to 4,416 in Fiscal 2012. The average length of stay increased by one day but has remained nearly constant for the five-year reporting period.



- The rate of youth on youth assaults with injury increased by 22.2 percent from 0.36 per 100 average daily population in Fiscal 2011 to 0.44 in Fiscal 2012. And the youth on staff assault with injury rate increased 33.3 percent from 0.03 per 100 average daily population in Fiscal 2011 to 0.04 in Fiscal 2012. In 2012, ACS launched a new staffing model to increase staffing levels at secure facilities and implemented new crisis management protocols and heightened security measures to reduce the rate of incidents resulting in injury.
- The rate of incidents where a weapon was recovered increased by 150 percent from Fiscal 2011 to Fiscal 2012, and the rate of narcotics recovered in detention increased 100 percent during the same period. These increases were driven a 14.3 percent increase in searches from 134,683 in Fiscal 2011 to 153,966 in Fiscal 2012. By late Calendar 2012, increased staffing, security and management levels, together with improved security procedures, should result in safer facilities.
- The percent of youth in care that received mental health services increased from 48.0 percent in Fiscal 2011 to 55.0 percent in Fiscal 2012.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Total admissions	5,490	5,833	5,387	4,868	4,416	*	*	Downward
★ Average length of stay	28	26	26	26	27	*	*	Neutral
★ Average daily population (ADP)	426.4	429.6	388.2	337.4	326.5	*	*	Downward
★ Average daily cost per youth per day (\$)	\$588	\$622	\$706	\$705	\$634	*	*	Upward
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP)	0.37	0.33	0.35	0.36	0.44	*	*	Upward
★ Youth on Staff Assault w/injury Rate (Average per 100 Total ADP)	0.03	0.03	0.02	0.03	0.04	*	*	Upward
★ Escapes from secure detention	0	0	1	0	0	0	0	Neutral
★ Abscond rate in non-secure detention (average per 100 Total ADP in non-secure)	0.03	0.04	0.02	0.02	0.02	0.06	0.02	Downward
★ Weapon recovery rate (average per 100 Total ADP)	0.06	0.04	0.03	0.04	0.10	*	*	Upward
★ Narcotics recovery rate (average per 100 Total ADP)	0.05	0.04	0.03	0.04	0.08	*	*	Upward
★ Child abuse and/or neglect allegation rate (internal) (average per 100 Total ADP)	0.08	0.13	0.11	0.09	0.09	*	*	Neutral
Child abuse/neglect allegations cases (internal) reported by OCFS as Substantiated	NA	NA	22	13	5	*	*	NA
★ Residents seen within 24 hours of sick call report (%)	97%	98%	100%	100%	100%	95%	100%	Neutral
★ In-care youth who were referred for mental health services (%)	NA	43%	48%	44%	43%	*	*	NA
★ In-care youth who were referred for and received mental health services (%)	NA	37%	44%	48%	55%	*	*	NA
★ General healthcare cost per youth per day (\$)	\$83	\$95	\$88	\$47	\$52	*	*	Downward

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide services to prevent youth from returning to the juvenile justice system.**

- The proportion of youth in care with previous admissions to detention has increased each year since Fiscal 2008. This is due in part to the use of the Risk Assessment Instrument (RAI), among other reforms. The RAI has reduced the use of detention for low- and medium-risk youth, while increasing the proportion of high-risk youth—those youth with the greatest likelihood of prior juvenile justice system involvement and detention admissions—in detention.

Performance Statistics	Actual					Target		5-Yr. Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
★ Youth with previous admission(s) to detention (%)	47.5%	49.4%	53.0%	54.0%	59.5%	*	*	Upward

★ Critical Indicator "NA" - means Not Available in this report

Agency Customer Service

Performance Statistics	Actual					Target		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Customer Experience								
Percent of e-mails responded to in 14 days	NA	10	8	45	31	NA	40	NA
Percent of letters responded to in 14 days	NA	15	34	46	26	NA	40	NA
Completed customer requests for interpretation	NA	103	53,684	43,917	61,873	NA	NA	NA

Agency Resources

Resource Statistics ⁴	Actual					Plan ¹		5-Yr.Trend
	FY08	FY09	FY10	FY11	FY12	FY12	FY13	
Expenditures (\$ millions) ²	\$2,985.5	\$2,978.7	\$3,015.8	\$2,964.2	\$2,920.7	\$2,804.0	\$2,825.1	Neutral
Revenues (\$ millions)	\$3.8	\$4.8	\$3.1	\$2.8	\$8.0	\$3.4	\$3.4	Upward
Personnel	7,925	7,463	6,564	6,213	6,196	6,695	6,634	Downward
Overtime paid (\$ millions)	\$28.1	\$19.8	\$21.8	\$20.8	\$13.3	\$11.7	\$13.3	Downward
Capital commitments (\$ millions) ³	\$7	\$8.6	\$6.8	\$10.1	\$13.5	\$22.7	\$30.6	Upward
Human services contract budget (\$ millions)	\$1,628.2	\$1,629.6	\$1,716.3	\$1,614.7	\$1,622.8	\$1,519.8	\$1,534.6	Neutral
Work Experience Program (WEP) participants assigned	125	64	76	143	96	*	*	Neutral

¹Authorized Budget Level ²"NA" - Not Available in this report
³Expenditures include all funds. ³To view the FY 2013 September Capital Commitment Plan upon its release, see www.nyc.gov/omb.
⁴This table includes resources for the Administration for Children's Services and those reported in Fiscal 2008-2010 for the Department of Juvenile Justice.

Noteworthy Changes, Additions or Deletions

- Beginning in Fiscal 2013, the Mayor's Management Report will be restructured to focus on the goals that the agency intends to achieve during the fiscal year. Each goal will be accompanied by a performance measure or measures that will quantify the agency's progress toward achieving that goal. For Fiscal 2013, the department's services and goals are:

Service 1: Protect children from child abuse.

- Goal 1a: Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.
- Goal 1c: Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.
- Goal 1d: Provide safe and stable foster care placements for children who cannot remain safely at home.
- Goal 1e: Encourage and support family-based foster care.
- Goal 1f: Reduce time to reunification and/or adoption and maintain strong family connections for children.

Service 2: Ensure access to quality early child care and education services in all communities.

- Goal 2a: Ensure access to quality early child care services in all communities and achieve maximum capacity enrollment at all participating centers.

Service 3: Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

Goal 3a: Assure that detention facilities are safe and secure.

Goal 3b: Provide youth in detention and placement with appropriate health and mental health services.

Goal 3c: Provide services to prevent youth from returning to the juvenile justice system.

- Beginning in Fiscal 2012 the level of need categories for foster care were modified to reflect new contracted program types.
- During Fiscal 2012, the nyc.gov website experienced cyber-attacks. The Webtrends Analytics team at the Department of Information Technology and Telecommunications made multiple decisions to stabilize the website and filter out potential high risk traffic. These new protocols have also impacted ACS' website by potentially limiting web traffic to the site.

For more information please visit the website at: www.nyc.gov/acs

