Administration for Children's Services

Ronald E. Richter, Commissioner

What We Do

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 child care and education services. Each year, ACS conducts 54,000 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. ACS also provides 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 agencies or informal private providers. In addition, ACS delivers a range of juvenile justice services to young people and their families from detention to placement, as well as intensive community-based programs that ACS employs at all stages of the juvenile justice process while always remaining focused on public safety. ACS' community-based alternatives programs help families whose youth are having behavioral problems by using evidence-based services that address family functioning.

Our Services and Goals

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 1b: Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.
- Goal 1c: Provide safe and stable foster care placements for children who cannot remain safely at home.
- Goal 1d: Encourage and support family-based foster care.
- Goal 1e: 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 communities of need 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.

How We Performed in Fiscal 2013

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.

ACS continues to improve its ability to respond quickly to allegations of abuse and neglect and perform thorough assessments of safety and risk. Investigations of child abuse and/or neglect declined by 5.9 percent from 57,453 in Fiscal 2012 to 54,039 in Fiscal 2013. In Fiscal 2013 92.9 percent of abuse and neglect reports were initiated within 24 hours. In December 2012, an automated system was introduced to record and report the 24-hour response rate which is more accurate and more reliable than the self-reported numbers tracked in prior years. The percent of children in substantiated investigations with repeat substantiated



investigations remained stable at just over 16 percent in Fiscal years 2012 and 2013 while ACS continues to keep children safe by providing them services at home.

| Performance Indicators | | | Actual | | Tar | get | | | |
|--|--------|--------|--------|--------|--------|--------|--------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| \star Number of State Central Register consolidated investigations | 59,161 | 59,228 | 59,982 | 57,453 | 54,039 | * | * | Neutral | Neutral |
| ★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%) | 97.6% | 95.8% | 93.5% | 92.1% | 92.9% | 100.0% | 100.0% | Up | Neutral |
| Substantiation rate | 42.0% | 41.9% | 40.1% | 39.6% | 39.8% | * | * | Neutral | Neutral |
| \star Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary) | 14.7% | 16.9% | 17.1% | 16.2% | 16.1% | 14.0% | 14.0% | Down | Neutral |
| Children in complete investigations with repeat investigations within a year $(\%)$ | 21.7% | 23.0% | 24.2% | 23.8% | 23.9% | * | * | Down | Neutral |
| \star Average child protective specialist caseload | 9.3 | 9.1 | 9.4 | 8.7 | 8.2 | 12.0 | 12.0 | Down | Down |

★ Critical Indicator "NA" - means Not Available in this report 🛛 🕀 the shows desired direction

Goal 1b: Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality preventive services.

The number of new families receiving preventive services through ACS contracted providers increased 3.8 percent from 10,124 in Fiscal 2012 to 10,510 in Fiscal 2013.

| Performance Indicators | | | Actual | Та | rget | | | | |
|---|--------|--------|--------|--------|--------|------|--------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| \star Families entering purchased preventive services | 11,209 | 10,207 | 7,865 | 10,124 | 10,510 | * | 12,000 | Up | Neutral |

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Goal 1c: Provide safe and stable foster care placements for children who cannot remain safely at home.

Continuing the use of removals only as a last resort kept more children and youth together with their families. The number of children and youth entering foster care declined significantly from 5,698 during Fiscal 2012 to 4,779 in Fiscal 2013. This can be attributed to a stronger focus on reducing emergency removals of children when a safety plan could be put into place to avoid a removal. Additionally, in Fiscal 2012 new home based, intensive preventive services, were made available which allowed for more children and youth to remain home safely with their families. The percent of children placed in their home boroughs during this period increased 4.8 percent from 57.9 percent in Fiscal 2012 to 60.7 percent in Fiscal 2013.

ACS improved supervision of foster homes as the foster care census decreased. The number of children in foster care which reached a peak of 16,701 in Fiscal 2008 declined 6.4 percent from 14,013 in Fiscal 2012 to 13,112 in Fiscal 2013. During this period the number of children in kinship homes and non-relative foster boarding homes



declined by 7.9 percent and 6.3 percent, respectively. There was a 13.8 percent increase in the number of abuse and/ or neglect reports for children in foster care from 1,902 in Fiscal 2012 to 2,165 in Fiscal 2013. This increase coincides with the implementation of a new safety and risk training program for foster care agency staff that may have resulted in increased reporting to the State Central Registry. In Fiscal 2013 31.5 percent of these reports were substantiated, a modest increase over the Fiscal 2012 rate of 31.0 percent. The uptick in the indication rate coincides with improvements in the child protective investigative practice and support within the Office of Special Investigation (OSI) who investigates foster care neglect/abuse allegations. OSI staff has access to co-located investigative consultants who are retired law enforcement personnel in addition to consultants with expertise in the disciplines of mental health and domestic violence. Credentialed alcoholism and substance abuse counselors are also available to assist OSI staff on cases involving substance misuse. The percent of children who re-entered care within a year of discharge to their family continued to decline in Fiscal 2013. After a 7.1 percent decrease from 11.2 percent in Fiscal 2011 to 10.4 percent in Fiscal 2012, it fell an additional 3.8 percent to 10.0 percent in Fiscal 2013.

| Performance Indicators | Actual | | | | | | get | | |
|---|--------|--------|--------|--------|--------|-------|-------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| ★ Children who re-enter foster care within a year of discharge to family (%)(preliminary) | 14.1% | 11.0% | 11.2% | 10.4% | 10.0% | 10.0% | 10.0% | Down | Down |
| \star Children placed in foster care in their community | 32.7% | 31.2% | 35.1% | 33.5% | 32.8% | * | 33.0% | Up | Neutral |
| ★ Children in foster care (average) | 16,439 | 15,896 | 14,843 | 14,013 | 13,114 | * | * | Neutral | Down |
| - Children in foster kinship homes | 5,575 | 5,559 | 5,178 | 4,843 | 4,461 | * | * | Up | Down |
| - Children in nonrelative foster boarding homes | 8,705 | 8,367 | 8,144 | 7,896 | 7,398 | * | * | Down | Down |
| - Children in residential care | 2,159 | 1,970 | 1,521 | 1,274 | 1,253 | * | * | Down | Down |
| All children entering foster care (preliminary) | 7,406 | 7,108 | 6,356 | 5,698 | 4,779 | * | * | Neutral | Down |
| Abuse and/or neglect reports for children in foster care | 1,940 | 2,170 | 2,040 | 1,902 | 2,165 | * | * | Neutral | Neutral |
| Abuse and/or neglect reports for children in foster care that are substantiated (%) | 31.8% | 33.3% | 34.7% | 31.0% | 31.5% | * | * | Down | Neutral |

★ Critical Indicator "NA" - means Not Available in this report 🛛 🕀 🏠 shows desired direction

Goal 1d: Encourage and support family-based foster care.

When removal is necessary, ACS makes every effort to minimize disruptions to families. The percent of children placed with relatives remained stable at 27.1 percent and the proportion of siblings who were placed together in the same foster home increased from 86.3 percent in Fiscal 2012 to 87.9 percent in Fiscal 2013.

| Performance Indicators | | | Actual | | Tar | get | | | |
|---|-------|-------|--------|-------|-------|------|-------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| Siblings placed simultaneously in the same foster home (%)(preliminary) | 80.9% | 83.0% | 85.0% | 86.3% | 87.9% | * | * | Up | Neutral |
| \star Children entering foster care who are placed with relatives (%) (preliminary) | 24.5% | 25.0% | 27.0% | 27.1% | 27.1% | * | 30.0% | Up | Up |

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Goal 1e: Reduce time to reunification and/or adoption and maintain strong family connections for children.

The median length of stay for children entering care for the first time who are returned to their parents increased from 5.5 months in Fiscal 2012 to 6.8 months. The percent of children returned to parents within 12 months declined from 62.2 percent to 59.8 percent during this same period. Changes in the front end of the protective system have helped to prevent children from entering care who are able to safely receive services at home rather than experiencing short foster care placements. Since ACS has substantially reduced the number of children returned within 10 days of removal, consequently we remove children whose families have more intensive service needs, necessitating children stay slightly longer in care before safe reunification. The number of finalized adoptions remained stable at approximately 1,300, while the percent of children eligible for adoption who were adopted increased 17.2 percent from 77.3 percent in Fiscal 2012 to 90.6 percent in Fiscal 2013.



Foster Care Length of Stay and Reunification

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|---|------------------------|-------|--------|--|
| F | Performance Indicators | | Actual | |
| | | | | |

| | Actual | | | | Tu | yei | | | |
|--|--------|-------|-------|-------|-------|-------|-------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| Children adopted | 1,344 | 1,156 | 1,186 | 1,295 | 1,310 | * | * | Up | Neutral |
| Median length of stay in foster care before child is adopted (months) | 53.7 | 53.1 | 52.9 | 53.2 | 54.1 | 50.0 | 50.0 | Down | Neutral |
| Median length of stay for children entering foster care for the first time who are returned to parent (months) | 8.3 | 5.3 | 6.4 | 5.5 | 6.8 | 6.0 | 6.0 | Down | Down |
| Children returned to parent(s) within 12 months (%)(preliminary) | 65.4% | 64.2% | 61.5% | 62.2% | 59.8% | 64.0% | 64.0% | Up | Neutral |
| Children eligible for adoption (average) | 1,839 | 1,780 | 1,697 | 1,675 | 1,446 | * | * | Neutral | Down |

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| Performance Indicators | | | Actual | Tar | get | | | | |
|--|-------|-------|--------|-------|-------|------|-------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| \star Children eligible for adoption who are adopted (%) | 73.1% | 64.9% | 69.9% | 77.3% | 90.6% | * | 90.0% | Up | Up |
| Average time to complete adoption (years) | 3.2 | 3.2 | 3.0 | 3.1 | 3.1 | 3.0 | 3.0 | Down | Neutral |

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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 communities of need and achieve maximum capacity enrollment at all participating centers.

On October 1, 2012, New York City underwent the largest transformation of its subsidized early care and education system in fifty years with the launch of EarlyLearn NYC. New providers of contracted early care and education services were brought online, while those that did not receive a contract for services were phased out. The contracted capacity for these services was 43,661; as the new program was implemented, enrollment for Fiscal 2013 was 30,096. Many parents opted to remain with providers who were being publicly funded outside of the EarlyLearn NYC system. In addition, Hurricane Sandy created disruptions across the City, causing some facilities to be shut down, while others were impacted with delays in opening. Enrollment is expected to be on par with previous fiscal years as the new portfolio of EarlyLearn NYC contractors complete the process of recruiting and enrolling eligible children. Of the 30,096 children enrolled in EarlyLearn NYC Contract programs in Fiscal 2013, on average 25,548 (85 percent) were in center-based programs and 4,549 (15 percent) were in family child care. The number of abuse and/or neglect reports in child care rose 10.9 percent from 322 in Fiscal 2012 to 357 in Fiscal 2013, but the percent of these reports that were substantiated declined 5.2 percent from 24.8 percent to 23.5 percent during this same period.

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|---|--------|--------|--------|--------|----------|--------|--------|----------------------|----------|
| Performance Indicators | Actual | | | | | | get | | |
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Tren |
| ★ Average EarlyLearn contract enrollment | NA | 48,609 | 48,584 | 45,310 | 30,096 | * | 42,130 | Up | NA |
| ★ EarlyLearn - Average center-based enrollment | NA | NA | NA | NA | 25,548 | * | 33,530 | Up | NA |
| \star EarlyLearn - Average family child care enrollment | NA | NA | NA | NA | 4,549 | * | 8,600 | Up | NA |
| ★Average EarlyLearn Utilization (%) | NA | NA | NA | NA | 71.4% | 100.0% | 100.0% | Up | NA |
| ★Average EarlyLearn Utilization - Center-based (%) | NA | NA | NA | NA | 76.2% | 100.0% | 100.0% | Up | NA |
| \star Average EarlyLearn Utilization - Family child care (%) | NA | NA | NA | NA | 52.9% | 100.0% | 100.0% | Up | NA |
| Average child care voucher enrollment | NA | 72,200 | 68,484 | 69,020 | 71,756 | * | * | Neutral | NA |
| \star Average mandated children voucher enrollment | NA | NA | NA | NA | 56,649 | * | * | Neutral | NA |
| \star Average other eligible children voucher enrollment | NA | NA | NA | NA | 15,107 | * | * | Neutral | NA |
| \star Average center-based child care voucher enrollment | NA | NA | NA | NA | 27,552 | * | * | Neutral | NA |
| \star Average family child care voucher enrollment | NA | NA | NA | NA | 21,503 | * | * | Neutral | NA |
| \star Average legally exempt (informal child care) voucher enrollment | NA | NA | NA | NA | 22,700 | * | * | Neutral | NA |
| EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care | NA | NA | NA | NA | \$9,084 | * | * | Neutral | NA |
| EarlyLearn - Budget per slot in contract family child care | NA | NA | NA | NA | \$9,329 | * | * | Neutral | NA |
| EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care | NA | NA | NA | NA | \$14,568 | * | * | Neutral | NA |
| Fiscal year spending per child - Center-based child care vouchers | NA | NA | NA | NA | \$8,478 | * | * | Neutral | NA |
| Fiscal year spending per child - Family child care vouchers | NA | NA | NA | NA | \$7,385 | * | * | Neutral | NA |
| Fiscal year spending per child - Legally exempt (informal child care) vouchers | NA | NA | NA | NA | \$4,169 | * | * | Neutral | NA |
| Abuse and/or neglect reports for children in child care | 426 | 377 | 375 | 322 | 357 | * | * | Neutral | Down |
| Abuse and/or neglect reports for children in child care that are substantiated (%) Critical IndicatorNA* - means Not Available in this report3 ☆ shows desired direction | 30.1% | 28.3% | 29.7% | 24.8% | 23.5% | * | * | Down | Down |

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.

Since Fiscal 2009, the average daily population in detention has decreased steadily. This trend continued as the average daily population decreased 18.5 percent from 326.5 in Fiscal 2012 to 266.0 in Fiscal 2013. This decline was largely driven by a reduction in admissions which fell 22.6 percent from 4,416 in Fiscal 2012 to 3,419 in Fiscal 2013. During this period the average length of stay in detention increased by 7.4 percent from 27 days in Fiscal 2012 to 29 days in Fiscal 2013. This increase was caused by temporary practice changes to support the Close to Home Initiative and a reduction in police admissions. With the introduction of ACS' Close to Home Initiative, ACS non-secure placement facilities began accepting youth on September 1, 2012. In anticipation of this initiative and to avoid moving youth multiple times, transfers to non-secure placement of many of the longer staying youth in detention were slightly delayed last summer and fall until New York City's capacity became available. Additionally, police admissions of youth to detention decreased, resulting in a substantial decrease in the number of youth who spent one day in detention.





During Fiscal 2013 the rate of youth on youth assaults with injury declined 21.6 percent from 0.44 per 100 average daily population in Fiscal 2012 to 0.34 in Fiscal 2013. However, the youth on staff assault with injury rate rose from 0.04 to 0.06. This increase coincides with a rise in percentage of detained youth who are high risk juvenile delinquents and juvenile offenders. To reduce potentially assaultive situations among this more volatile group, staff continuously re-evaluate housing assignments, treatment and service plans, staffing assignments, and behavior management techniques to prevent youth behavior from escalating. In 2012, ACS implemented a broad new set of protocols, called Safe Crisis Management, requiring that all staff be re-trained and certified in a wide range of new behavior management techniques and emergency procedures. Furthermore, new trauma-informed assessment and interventions, new recreational, cultural and academic programming, as well as new behavioral support and case management protocols have been introduced in Fiscal 2013, helping to reduce problematic behavior among youth and to reduce injuries resulting from youth-on-youth assaults.

Improved oversight of detention facilities contributed to an increase in abuse and neglect reports and their substantiation rate. The child abuse and/or neglect allegation rate per 100 average daily population increased 21.2 percent from 0.09 in Fiscal 2012 to 0.11 in Fiscal 2013. The number of these allegations that were substantiated by the State Office of Children and Family Services (OCFS) also rose from five in Fiscal 2012 to 13 in Fiscal 2013. ACS hired additional operations managers to expand and improve day-to-day operations and to enhance quality assurance and management oversight of programming. The operations managers are charged with examining abuse/neglect allegations in greater detail, including the enhanced use of cameras and video monitoring, resulting in increased identification and increased reporting of potential incidents to OCFS for further review. In instances where abuse or neglect has been found, trauma-informed assessment and practice will enhance staff's ability to work safely and productively with our young people. Allegations of child abuse increased slightly from 0.09 in Fiscal 2012 to 0.11 in Fiscal 2013, with an increase in seven substantiated cases while the abscond rate for juveniles in non-secure settings also went up from 0.02 in Fiscal 2012 to 0.05 in Fiscal 2013.

| Performance Indicators | | | Tar | get | | | | | |
|---|-------|-------|-------|-------|-------|------|-------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| ★ Total admissions | 5,833 | 5,387 | 4,868 | 4,416 | 3,419 | * | * | Neutral | Down |
| ★ Average daily population (ADP) | 429.6 | 388.2 | 337.4 | 326.5 | 266.0 | * | 300.0 | Neutral | Down |
| Secure detention - ADP | NA | 244.0 | 210.3 | 188.4 | 150.1 | * | * | Neutral | NA |
| Non-secure detention - ADP | NA | 144.2 | 127.1 | 188.4 | 115.9 | * | * | Neutral | NA |
| ★ Average length of stay | 26 | 26 | 26 | 27 | 29 | * | * | Neutral | Up |
| ★ Escapes from secure detention | 0 | 1 | 0 | 0 | 0 | 0 | 0 | Down | Down |
| \bigstar Abscond rate in non-secure detention (average per 100 total ADP in non-secure) | 0.04 | 0.02 | 0.02 | 0.02 | 0.05 | 0.02 | 0.02 | Down | Up |

★ Critical Indicator "NA" - means Not Available in this report 🛛 🕀 û shows desired direction

| \star Youth on youth assaults and altercations with injury rate (per 100 total ADP) | 0.33 | 0.35 | 0.36 | 0.44 | 0.34 | * | 0.35 | Down | Up |
|---|-------|-------|-------|-------|-------|---|------|---------|------|
| \star Youth on staff assault w/injury rate (per 100 total ADP) | 0.03 | 0.02 | 0.03 | 0.04 | 0.06 | * | 0.03 | Down | Up |
| ★ Weapon recovery rate (average per 100 total ADP) | 0.04 | 0.03 | 0.04 | 0.10 | 0.09 | * | * | Neutral | Up |
| ★ Narcotics recovery rate (average per 100 total ADP) | 0.04 | 0.03 | 0.04 | 0.08 | 0.08 | * | * | Neutral | Up |
| ★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP) | 0.13 | 0.11 | 0.09 | 0.09 | 0.11 | * | 0.09 | Down | Down |
| Child abuse/neglect allegations cases (internal) reported by the Office of Children and Family Services (OCFS) as Substantiated | NA | 22.0 | 13.0 | 5.0 | 13.0 | * | * | Down | NA |
| ★ Average daily cost per youth per day (\$) | \$622 | \$706 | \$705 | \$634 | \$777 | * | * | Neutral | Up |

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

Providing access to mental health services continues to be a priority at detention facilities. While the percent of youth in care who were referred for mental health services increased 18.6 percent from 43 percent in Fiscal 2012 to 51 percent in Fiscal 2013, the percent of youth who were referred for and received mental health services rose 5.5 percent from 55 percent in Fiscal 2012 to 58 percent in Fiscal 2013.

| Performance Indicators | | | Actual | | Tai | rget | | | |
|---|------|------|--------|------|------|------|------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| ★ Residents seen within 24 hours of sick call report (%) | 98% | 100% | 100% | 100% | 100% | 100% | 100% | Up | Neutral |
| \star General health care cost per youth per day (\$) | \$95 | \$88 | \$47 | \$52 | \$64 | * | * | Neutral | Down |
| \star In-care youth who were referred for and received mental health services (%) | 37% | 44% | 48% | 55% | 58% | * | * | Neutral | Up |
| \star In-care youth who were referred for mental health services (%) | 43% | 48% | 44% | 43% | 51% | * | * | Neutral | Up |

★ Critical Indicator "NA" - means Not Available in this report 🛛 🕀 🕆 shows desired direction

Goal 3c: 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 largely due to the use of the Risk Assessment Instrument (RAI). The RAI has reduced the use of detention for low-and medium-risk youth, allowing this population of youth, of which many do not have previous stays in detention, to receive services and monitoring in the community. Accordingly, a higher proportion of high-risk youth with prior juvenile justice system involvement are in detention. Consequently, the percent of youth admitted to detention with a previous admission to detention rose slightly from 59.5 percent in Fiscal 2012 to 60.5 percent in Fiscal 2013.

| Performance Indicators | | | Actual | | Tai | rget | | | |
|---|-------|-------|--------|-------|-------|------|------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| \star Youth with previous admission(s) to detention (%) | 49.4% | 53.0% | 54.0% | 59.5% | 60.5% | * | * | Neutral | Up |

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Agency-wide Management

| Performance Indicators | Actual | | | | | Target | | | |
|-----------------------------------|--------|------|------|------|------|--------|------|----------------------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | Desired Direction | 5yr Trend |
| Accidents involving city vehicles | NA | NA | NA | NA | NA | * | * | Down | NA |
| Workplace injuries reported | NA | NA | NA | NA | 191 | * | * | Down | NA |

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Agency Customer Service

ACS improved its responsiveness to correspondence dramatically from Fiscal 2012 to Fiscal 2013 with a more than threefold increase in the proportion of correspondence responded to within 14 days. Last year, ACS upgraded to an Enterprise Correspondence Management System, which offered an opportunity to tighten business processes, improve documentation of the responses provided to constituents who email and write the agency, re-train staff that handle correspondence, and put a number of new quality control measures in place to ensure that constituents receive responses in a timely manner.

| Performance Indicators | | Tar | | | | | | |
|--|------|--------|--------|--------|--------|------|------|-----------|
| Customer Experience | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | 5yr Trend |
| E-mails responded to in 14 days (%) | 10 | 8 | 45 | 31 | 96 | 40 | 96 | NA |
| Letters responded to in 14 days (%) | 15 | 34 | 46 | 26 | 92 | 40 | 95 | Up |
| Completed customer requests for interpretation | 103 | 53,684 | 43,917 | 61,873 | 66,577 | NA | NA | Up |

Agency Resources

| Resource Indicators | | | PI | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY13 | FY14 | 5yr Trend |
| Expenditures (\$000,000) ² | \$2,978.7 | \$3,015.8 | \$2,964.2 | \$2,854.5 | \$2,859.8 | \$2,872.0 | \$2,782.9 | Neutral |
| Revenues (\$000,000) | \$4.8 | \$3.1 | \$2.8 | \$3.8 | \$3.4 | \$3.4 | \$3.4 | Down |
| Personnel | 7,463 | 6,564 | 6,213 | 6,196 | 6,082 | 6,562 | 6,629 | Down |
| Overtime paid (\$000,000) | \$19.8 | \$21.8 | \$20.8 | \$21.2 | \$13.6 | \$13.3 | \$13.3 | Down |
| Capital commitments (\$000,000) | \$8.6 | \$6.8 | \$10.1 | \$13.5 | \$11.1 | \$101.0 | \$37.7 | Up |
| Human services contract budget (\$000,000) | \$1,629.6 | \$1,716.3 | \$1,614.7 | \$1,568.9 | \$1,656.5 | \$1,663.2 | \$1,533.2 | Neutral |
| Work Experience Program (WEP) participants assigned | 64 | 76 | 143 | 96 | 73 | * | * | Up |

¹Authorized Budget Level ²Expenditures include all funds. "NA" - Not Available in this report

³This table includes resources for the Administration for Children's Services and those reported in Fiscal 2009-2010 for the Department of Juvenile Justice.

Noteworthy Changes, Additions or Deletions

- Beginning in January 2013, the values for the indicator 'Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry' include all investigations that were initiated within 24 hours. In the past the rate only reflected cases where the investigation was initiated and contact was made.
- Beginning October 1, 2012 ACS, converted its early care and education system to a new model, EarlyLearn NYC. New performance measures have been introduced in Fiscal 2013 for this new system as outlined in Section 2a. With the exception of Average EarlyLearn Contract Enrollment, these measures are not available for prior years.
- The average daily cost per youth per day in detention increases as the census declines due to fixed costs.
- When EarlyLearn NYC began in October 2012, ACS incorporated child care and Head Start funds into a unified contracting system; new EarlyLearn fiscal measures were introduced in Fiscal 2013 to reflect this change.
- ACS added the following indicators: 'Accidents involving City vehicles' and 'Workplace injuries reported.'

For additional agency performance statistics, please visit:

- Statistics:
 <a href="http://www.nyc.gov/html/acs/html/statistics/statis/statistics/statistics/statistics/statistics/statistics/statist
- Monthly flash report: <u>http://www.nyc.gov/html/acs/downloads/pdf/Flash_July_2013.pdf</u>

For more information on the agency, please visit: www.nyc.gov/acs.