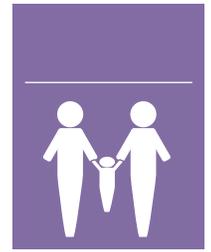


ADMINISTRATION FOR CHILDREN'S SERVICES

Gladys Carrión, Commissioner



WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through the provision of preventive services and provides foster care services for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 55,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for over 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child well-being, family stability and high quality, integrated services.

FOCUS ON EQUITY

The Administration for Children's Services is responsible for serving children and families of every race and ethnicity in New York. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports, and to ensuring that interventions—including child protection, family court services, foster care, and juvenile detention—are performed in a manner that is respectful of the racial, cultural and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity on which children will thrive throughout their lives.

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.

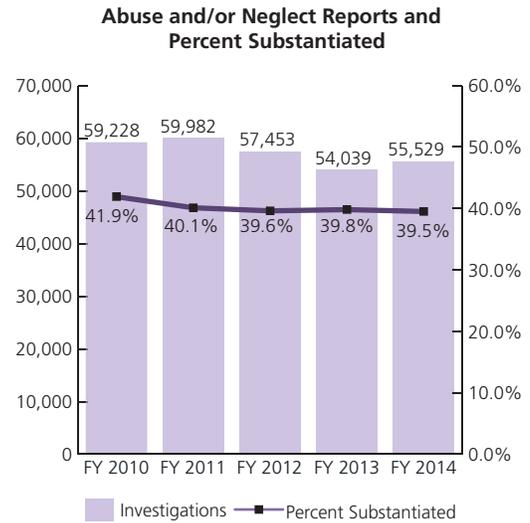
- Goal 3a Assure that detention facilities are safe and secure.
- Goal 3b Provide youth in detention and placement with appropriate health and mental health services.
- Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

HOW WE PERFORMED IN FISCAL 2014

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.

The total number of investigations of child abuse and/or neglect has trended downward in recent years, but there was a 2.8 percent increase from 54,039 in Fiscal 2013 to 55,529 in Fiscal 2014. During Fiscal 2014, 92.3 percent of abuse and neglect investigations were initiated within 24 hours, a small decline from the 92.9 percent performance on this measure during Fiscal 2013. While the percent of children in complete investigations with repeat investigations within a year decreased slightly, the percent of children in substantiated investigations with repeat substantiated investigations within a year rose modestly from 16.0 percent to 16.1 percent, remaining substantially above the target of 14 percent. To address this, ACS is analyzing these investigations to determine what other services and interventions may have more effectively prevented repeat maltreatment. ACS continues to offer trainings to help staff improve their assessments and increase their use of critical thinking when investigating the underlying issues faced by a family. There will also be a reassessment of the instrument used to make matches to the appropriate service provider to ensure that it address all presenting issues of the family.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Number of State Central Register consolidated investigations	59,228	59,982	57,453	54,039	55,529	*	*	Neutral	Neutral
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	95.8%	93.5%	92.1%	92.9%	92.3%	100.0%	100.0%	Up	Neutral
Substantiation rate	41.9%	40.1%	39.6%	39.8%	39.5%	*	*	Neutral	Neutral
Children in complete investigations with repeat investigations within a year (%)	23.0%	24.2%	23.8%	23.9%	23.5%	*	*	Down	Neutral
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	16.9%	17.1%	16.2%	16.0%	16.1%	14.0%	14.0%	Down	Neutral
★Average child protective specialist caseload	9.1	9.4	8.7	8.2	9.8	12.0	12.0	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ 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 11.9 percent from 10,510 in Fiscal 2013 to 11,759 in Fiscal 2014, close to the agency target of 12,000. Preventive services provided by ACS and its network of social service agencies include family or individual counseling, parenting classes, substance abuse treatment, domestic violence intervention, and home care. These services are designed to strengthen and stabilize families, prevent the need for out of home care and prevent the replacement of children into foster care.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Families entering purchased preventive services	10,207	7,865	10,124	10,510	11,759	12,000	12,000	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

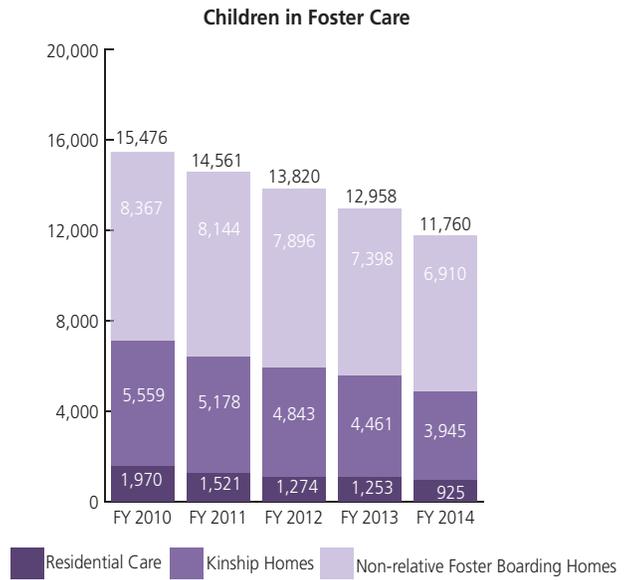
Goal 1c

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

Continuing a five-year trend, fewer children entered foster care. During Fiscal 2014, 4,571 children entered foster care, compared to 4,779 during Fiscal 2013. ACS continues to focus on reducing emergency removals of children when a safety plan can be put in place. In addition, increased utilization of intensive, home-based preventive services allows more children to remain home safely with their families. While the percent of children placed in foster care in their home communities remained stable at approximately 33 percent, the percent of children placed in their home boroughs increased 1.8 percent from 60.7 percent in Fiscal 2013 to 61.8 percent in Fiscal 2014.

The number of children in foster care, which totaled nearly 19,000 a decade ago in Fiscal 2005, declined from 12,958 in Fiscal 2013 to 11,760 in Fiscal 2014, a 9.2 percent decrease. During this period the number of children in kinship homes and non-relative foster boarding homes went down 11.6 percent and 6.6 percent, respectively, and the number in residential placements declined 15.8 percent. There were fewer reports of abuse and/or neglect for children in family foster care received by ACS and the percent of substantiated reports also fell. Abuse/neglect reports declined 8.2 percent from 2,165 in Fiscal 2013 to 1,987 in Fiscal 2014 and the percent that were substantiated declined from 31.5 percent to 28.2 percent.

After declining for the past two fiscal years, the percent of children who re-entered care within a year of discharge to their families increased from 10.2 percent in Fiscal 2013 to 10.8 percent in Fiscal 2014. To address this, during the coming year ACS will start a new program area to monitor foster cases that are prepared for reunification and entering trial discharge. This new unit will help support long-term stability of families after children are discharged from foster care.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
All children entering foster care (preliminary)	7,108	6,356	5,698	4,779	4,571	*	*	Neutral	Down
★Children placed in foster care in their community	31.2%	35.1%	33.5%	33.4%	33.0%	33.0%	33.0%	Up	Neutral
★Children in foster care (average)	15,476	14,561	13,820	12,958	11,760	*	*	Neutral	Down
- Children in foster kinship homes	5,559	5,178	4,843	4,461	3,945	*	*	Neutral	Down
- Children in nonrelative foster boarding homes	8,367	8,144	7,896	7,398	6,910	*	*	Down	Down
- Children in residential care	1,550	1,239	1,081	1,099	925	*	*	Down	Down
★Children who re-enter foster care within a year of discharge to family (%)(preliminary)	11.0%	11.2%	10.4%	10.2%	10.8%	10.0%	10.0%	Down	Neutral
Abuse and/or neglect reports for children in foster care	2,170	2,040	1,902	2,165	1,987	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in foster care that are substantiated (%)	33.3%	34.7%	31.0%	31.5%	28.2%	*	*	Down	Down

★ 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 by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home remained steady at approximately 88 percent in Fiscal 2013 and 2014. The percent of children entering care who were placed with relatives declined from 26.6 percent in Fiscal 2013 to 25.7 percent in Fiscal 2014.

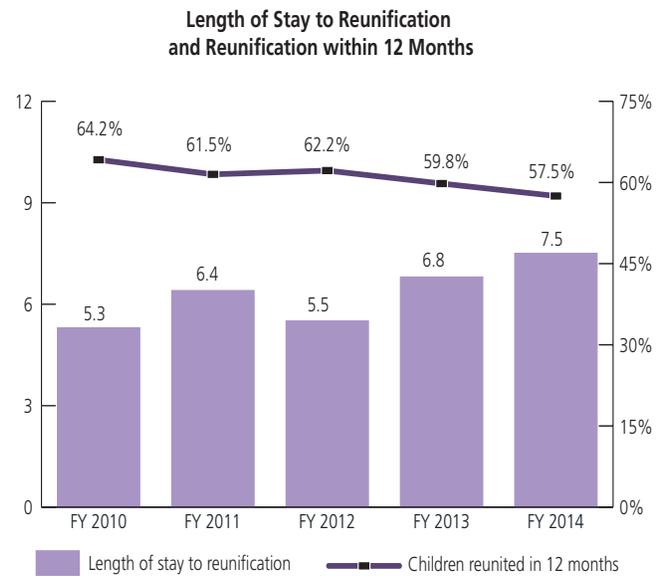
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Siblings placed simultaneously in the same foster home (%) (preliminary)	83.0%	85.0%	86.3%	87.9%	88.0%	*	*	Up	Neutral
★ Children entering foster care who are placed with relatives (%) (preliminary)	25.0%	27.0%	27.1%	26.6%	25.7%	30.0%	30.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

The median length of stay for children entering foster care for the first time who are returned to their parents increased from 6.8 months in Fiscal 2013 to 7.5 months in Fiscal 2014. The percent of children returned to parents within 12 months declined from 59.8 percent to 57.5 percent during this same period. This is driven by changes in the front end of the protective system that have helped reduce emergency removals of children able to instead remain safely at home, rather than experiencing short-term foster care placements. Children who are removed and placed in foster care are now from families that have more intensive service needs than in the past, often necessitating somewhat longer stays in care before safe reunification.

The median length of stay in foster care before adoption increased from 54.1 months in Fiscal 2013 to 55.1 months in Fiscal 2014. The number of children adopted declined 16.0 percent from 1,310 in Fiscal 2013 to 1,101 in Fiscal 2014, but the percent of children eligible for adoption who were adopted declined much more modestly from 90.6 percent to 88.2 percent. While adoption finalizations declined, the number of children who achieved permanency through the Kinship Guardianship Assistance Program increased 74 percent from 134 in Fiscal 2013 to 233 in Fiscal 2014. This permanency option is designed for a foster child to achieve a permanent placement with a relative who had been the child's foster parent. The program provides financial support and does not require termination of parental rights.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Median length of stay for children entering foster care for the first time who are returned to parent (months)	5.3	6.4	5.5	6.8	7.5	6.0	6.0	Down	Up
Children returned to parent(s) within 12 months (%)(preliminary)	64.2%	61.5%	62.2%	59.8%	57.5%	64.0%	60.0%	Up	Neutral
Median length of stay in foster care before child is adopted (months)	53.1	52.9	53.2	54.1	55.1	50.0	50.0	Down	Neutral
Children adopted	1,156	1,186	1,295	1,310	1,101	*	*	Up	Neutral
Children eligible for adoption (average)	1,780	1,697	1,675	1,446	1,248	*	*	Neutral	Down
★Children eligible for adoption who are adopted (%)	64.9%	69.9%	77.3%	90.6%	88.2%	90.0%	90.0%	Up	Up
Average time to complete adoption (years)	3.2	3.0	3.1	3.1	2.9	3.0	3.0	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

Average enrollment in EarlyLearn contracted programs increased modestly from 30,096 in Fiscal 2013 to 30,422 in Fiscal 2014. While center-based enrollment declined 5.8 percent from 25,548 to 24,068, at the end of Fiscal 2014, center-based enrollment was 25,080. Family-based child care enrollment increased 39.7 percent, from 4,549 to 6,354. The budget model assumes a 50/50 split for Family and Group Family Child Care providers. Since the cost per slot is higher and enrollment rates are higher for Group Family Child Care the 8,600 seat target cannot be met without exceeding the budget. As of June 30, 2014, Family Child Care enrollment was 7,115. During this period, average center-based utilization increased from 76.2 percent to 84.6 percent and family-based child care utilization rose from 52.9 percent to 73.9 percent as programs entered year two of EarlyLearn and ramped up enrollment efforts for both center and home-based care.

Child care capacity declined in Fiscal 2014. Due to a federal Head Start grant recompetition at the beginning of the fiscal year, fewer providers were eligible to participate. As a result, 17 ACS-contracted EarlyLearn NYC providers received independent Head Start grants, seven providers stayed in the EarlyLearn system with Child Care funding and ten left the EarlyLearn system entirely, thereby reducing overall capacity.

Average child care voucher enrollment declined 5.9 percent from 71,756 in Fiscal 2013 to 67,541 in Fiscal 2014. This decline was driven by a 13.5 percent reduction in informal, home-based, voucher enrollment from 22,700 children to 19,633 children.

The number of abuse and/or neglect reports for children in child care increased 16 percent from 357 in Fiscal 2013 to 414 in Fiscal 2014. However, the percent of these reports that were substantiated declined 17.9 percent from 23.5 percent to 19.3 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Average EarlyLearn contract enrollment	48,609	48,584	45,310	30,096	30,422	42,130	36,759	Up	Down
★EarlyLearn - Average center-based enrollment	NA	NA	NA	25,548	24,068	33,530	28,159	Up	NA
★EarlyLearn - Average family child care enrollment	NA	NA	NA	4,549	6,354	8,600	8,600	Up	NA
★Average EarlyLearn Utilization (%)	NA	NA	NA	71.4%	82.1%	100.0%	100.0%	Up	NA
★Average EarlyLearn Utilization - Center-based (%)	NA	NA	NA	76.2%	84.6%	100.0%	100.0%	Up	NA
★Average EarlyLearn Utilization - Family child care (%)	NA	NA	NA	52.9%	73.9%	100.0%	100.0%	Up	NA
Average child care voucher enrollment	72,200	68,484	69,020	71,756	67,541	*	*	Neutral	Neutral
★Average mandated children voucher enrollment	NA	NA	NA	56,649	54,852	*	*	Neutral	NA
★Average other eligible children voucher enrollment	NA	NA	NA	15,107	12,689	*	*	Neutral	NA
★Average center-based child care voucher enrollment	NA	NA	NA	27,552	26,401	*	*	Neutral	NA
★Average family child care voucher enrollment	NA	NA	NA	21,503	21,507	*	*	Neutral	NA
★Average informal (home-based) child care voucher enrollment	NA	NA	NA	22,700	19,633	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	NA	\$9,084	\$8,629	*	*	Neutral	NA
EarlyLearn - Budget per slot in contract family child care	NA	NA	NA	\$9,329	\$9,340	*	*	Neutral	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	NA	NA	NA	\$14,568	\$14,302	*	*	Neutral	NA
Fiscal year spending per child - Center-based child care vouchers	NA	NA	NA	\$8,478	\$8,529	*	*	Neutral	NA
Fiscal year spending per child - Family child care vouchers	NA	NA	NA	\$7,385	\$7,500	*	*	Neutral	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	NA	NA	\$4,169	\$4,144	*	*	Neutral	NA
Abuse and/or neglect reports for children in child care	377	375	322	357	414	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in child care that are substantiated (%)	28.3%	29.7%	24.8%	23.5%	19.3%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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.

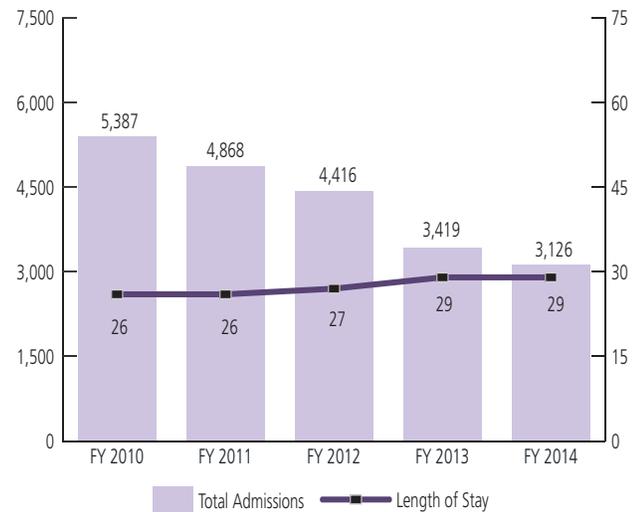
The average daily population in detention has decreased steadily since Fiscal 2010. This trend continued as the average daily population declined 12 percent from 266 in Fiscal 2013 to 234 in Fiscal 2014. This reduction was largely driven by a drop in admissions, which fell 8.6 percent from 3,419 in Fiscal 2013 to 3,126 in Fiscal 2014 even as the average length stay remained stable at 29 days.

During Fiscal 2014, the rate of youth-on-youth assaults and altercations with injury in detention increased slightly from 0.34 in Fiscal 2013 to 0.35 in Fiscal 2014, while the rate of youth-on-staff assaults with injury declined from 0.06 to 0.05. There were no escapes from secure detention, but the abscond rate in non-secure detention increased from 0.05 during Fiscal 2013 to 0.08 in Fiscal 2014. While this was a significant rate increase, the actual number of youth absconding was 31, an increase of 11 absconds from the previous Fiscal Year. The increased abscond rate is driven by a greater number of high-risk youth being placed in the less-restrictive non-secure detention environment than in the past. ACS increased the number of routine and random facility searches and provides training to its staff in personal searching to increase detection and removal of all contraband items. ACS has also joined with staff and union representatives to identify ways to stop contraband from entering ACS facilities. There was a 25 percent increase in the illegal substance/prescription or OTC medication recovery rate from 0.08 in Fiscal 2013 to 0.10 in Fiscal 2014, while the weapon recovery rate fell 44.4 percent from 0.09 to 0.05. The child abuse and/or neglect allegation rate rose from 0.11 in Fiscal 2013 to 0.12 in Fiscal 2014, but the number of substantiated child abuse allegations in Fiscal 2014 fell to eight from 17 in Fiscal 2013.

The youth-on-youth assault and altercation rate in non-secure placement during Fiscal 2014 was 0.6, the youth-on-staff assault rate was 0.2 and the AWOL rate was 0.7. During the early months of implementation of Close to Home, ACS-

contracted providers experienced challenges related to working with youth with high levels of need. ACS closely monitors each provider's performance and has been working with struggling providers to improve safety and security at non-secure placement facilities. ACS also works closely with consultants to strengthen services and supports that ACS contractors provide to youth and to promote fidelity to evidence informed program models. To further reduce assaults driven by youths' unmet needs, ACS is expanding specialized programming for young people who have serious emotional disturbance and those with serious substance abuse issues.

Total Admissions to Detention and Length of Stay



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Total admissions to detention	5,387	4,868	4,416	3,419	3,126	*	*	Neutral	Down
★Average daily population (ADP), detention	388.2	337.4	326.5	266.0	234.1	*	*	Neutral	Down
Secure detention - ADP	244.0	210.3	188.4	150.1	130.2	*	*	Neutral	Down
Non-secure detention - ADP	144.2	127.1	188.4	115.9	103.5	*	*	Neutral	Down
★Average length of stay, detention (days)	26	26	27	29	29	*	*	Neutral	Up
★Escapes from secure detention	1	0	0	0	0	0	0	Down	Down
★Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.02	0.02	0.05	0.08	0.02	0.02	Down	Up
★Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.35	0.36	0.44	0.34	0.35	0.35	0.35	Down	Neutral
★Youth on staff assault w/injury rate (per 100 total ADP), detention	0.02	0.03	0.04	0.06	0.05	0.03	0.03	Down	Up
★Weapon recovery rate (average per 100 total ADP), detention	0.03	0.04	0.10	0.09	0.05	*	*	Neutral	Up
★Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.03	0.04	0.08	0.08	0.10	*	*	Neutral	Up
★Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.11	0.09	0.09	0.11	0.12	0.09	0.09	Down	Up
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	22.0	13.0	5.0	17.0	8.0	*	*	Down	Down
★Average daily cost per youth per day, detention (\$)	\$706	\$705	\$634	\$729	\$773	*	*	Neutral	Neutral
Admissions to non-secure placement	NA	NA	NA	NA	348	*	*	Neutral	NA
★Number in non-secure placement	NA	NA	NA	NA	195	*	*	Neutral	NA
Youth on youth assault and altercation rate, non-secure placement	NA	NA	NA	NA	0.6	0.5	0.5	Down	NA
Youth on staff assault rate, non-secure placement	NA	NA	NA	NA	0.2	0.1	0.1	Down	NA
AWOL rate, non-secure placement	NA	NA	NA	NA	0.7	0.7	0.7	Down	NA
Discharges from non-secure placement (dispositional order complete)	NA	NA	NA	NA	222.0	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

While the percent of youth in detention who were referred for mental health services decreased 5.9 percent from 51 percent in Fiscal 2013 to 48 percent in Fiscal 2014, the proportion of youth who were referred for and received mental health services remained stable at 58 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ In-care youth who were referred for mental health services, detention (%)	48%	44%	43%	51%	48%	*	*	Neutral	Neutral
★ In-care youth who were referred for and received mental health services, detention (%)	44%	48%	55%	58%	58%	*	*	Neutral	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ General health care cost per youth per day, detention (\$)	\$88	\$47	\$52	\$60	\$62	*	*	Neutral	Down

★ 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 percent of youth admitted to detention with previous admissions to detention has increased each year since Fiscal 2008. This is largely due to the reduced use of detention for low- and medium-risk youth, who increasingly receive services and monitoring in the community. As a result, a higher proportion of high-risk young people with prior juvenile justice system involvement are admitted to detention. The percent of youth admitted to detention with previous detention admissions rose modestly from 60.5 percent in Fiscal 2013 to 60.9 percent in Fiscal 2014.

With the introduction of ACS' Close to Home initiative, ACS non-secure placement facilities began accepting youth in September 2012. During Fiscal 2014, there were 348 admissions to non-secure placement with an average daily population of 195 young people. During the year, 274 young people were released to aftercare in their communities with an average aftercare census of 93. A total of 222 young people successfully completed the program.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Youth admitted to detention with previous admission(s) to detention (%)	53.0%	54.0%	59.5%	60.5%	60.9%	*	*	Neutral	Up
Number of releases to Close to Home aftercare	NA	NA	NA	NA	274	*	*	Neutral	NA
★ Number in Close to Home aftercare	NA	NA	NA	NA	92.8	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Collisions involving city vehicles	24	17	22	16	35	*	*	Down	Up
Workplace injuries reported	NA	NA	NA	191	217	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Customer Experience									
Completed requests for interpretation	53,684	43,917	65,025	66,577	63,351	*	*	Neutral	Up
Letters responded to in 14 days (%)	33.9%	45.8%	73.6%	92.3%	87.4%	*	*	Up	Up
E-mails responded to in 14 days (%)	30.1%	44.9%	92.9%	95.6%	92.6%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures (\$000,000) ²	\$3,015.8	\$2,964.2	\$2,854.5	\$2,805.0	\$2,837.2	\$2,839.7	\$2,907.7	Neutral
Revenues (\$000,000)	\$3.1	\$2.8	\$3.8	\$3.4	\$3.1	\$3.4	\$3.4	Neutral
Personnel	6,564	6,213	6,196	6,082	5,923	6,628	6,631	Neutral
Overtime paid (\$000,000)	\$21.8	\$20.8	\$21.2	\$20.6	\$15.3	\$15.3	\$17.4	Down
Capital commitments (\$000,000)	\$6.8	\$10.1	\$13.5	\$11.1	\$10.2	\$102.1	\$9.3	Up
Human services contract budget (\$000,000)	\$1,716.3	\$1,614.7	\$1,568.9	\$1,630.0	\$1,619.2	\$1,612.3	\$1,679.8	Neutral
Work Experience Program (WEP) participants assigned	76	143	96	73	110	*	*	Neutral

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Foster care census statistics were adjusted to exclude young people in juvenile delinquency placements beginning in Fiscal 2010.

ADDITIONAL RESOURCES

For additional information go to:

- Statistics:
http://www.nyc.gov/html/acs/html/statistics/statistics_links.shtml
- Monthly flash report:
http://www.nyc.gov/html/acs/downloads/pdf/Flash_July_2013.pdf

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

