



Foster Care Five Year Plan Progress Report

Fiscal Year 2022

■ Letter from the Commissioner:

ACS is delighted to provide a FY2022 update for New York City's foster care system five-year plan, the Foster Care Strategic Blueprint. This report summarizes our work during Fiscal Year (FY) 2022 (July 2021–June 2022). We are pleased with FY2022 progress made in:

- **Reducing the numbers of children in foster care.**

The average number of New York City children in foster care in FY 2022 reached a low of 7,140, dropping from 7,639 in FY 2021. (As of January 2023, the number of children in foster care had dropped even further, to 6,757.)

- **Increasing the rate of kinship placement (children placed with family and friends)**

Research shows that children in foster care fare best with kin (relatives, close family friends, or other people who are already in a child's life). ACS and its foster care agency partners have increased the proportion of children in foster care placed with kin from 31% in FY 2017 to 43% in FY 2022.

- **Expanding education and employment services for children and youth through Fair Futures coaches and tutors, virtual internships and multiple other initiatives.**

In FY 2022 ACS continued to implement the **Fair Futures** initiative through a public private partnership with a group of committed foundations, the Fair Futures Coalition and the Fair Futures Youth Advisory Board. Fair Futures provides youth in foster care with dedicated coaches that provide social and emotional support to build life skills, set academic and career goals, facilitate connections to programs/services that support goal attainment, and plan for successful transitions from foster care. New York City is the first jurisdiction in the nation to implement an initiative for youth in foster care of this breadth and scale. Thousands of young people ages 11–21 are receiving tutoring, coaching, college assistance, internship and employment assistance, and other resources to help improve their educational and employment outcomes. In FY 22, funding for the program was increased from \$12 million to \$20 million

In partnership with our **foster care providers**, we worked hard to achieve permanency for youth in foster during FY2022. Together we continued to navigate the pandemic by utilizing a range of COVID-19 protocols in order to safely provide essential child welfare casework, services and permanency planning to children, parents, and foster parents. Without the unwavering dedication of **foster care agency and ACS staff**, the progress made in improving outcomes for children and families would have been impossible. We are grateful for the **voices of youth and parents** who provide invaluable insights and shape our work. Lastly, we want to thank the advocates, foundation partners and other stakeholders who have supported and collaborated with us during this past year.

ACS looks forward to continuing the strides made in FY2022. Starting on July 1, 2023, ACS began implementing a range of strategies outlined in the Request for Proposal released in 2021. These strategies include launching a new foster care model, **increasing therapeutic support, expanding the Parents Empowering Parents program, and providing more**

trauma-informed and evidenced-based models in residential care programs. These programmatic enhancements align with our values and goal to strengthen our foster care capacity, while providing responsive services to improve permanency outcomes and increase opportunities for improved well-being and success for children, youth, parents and families.

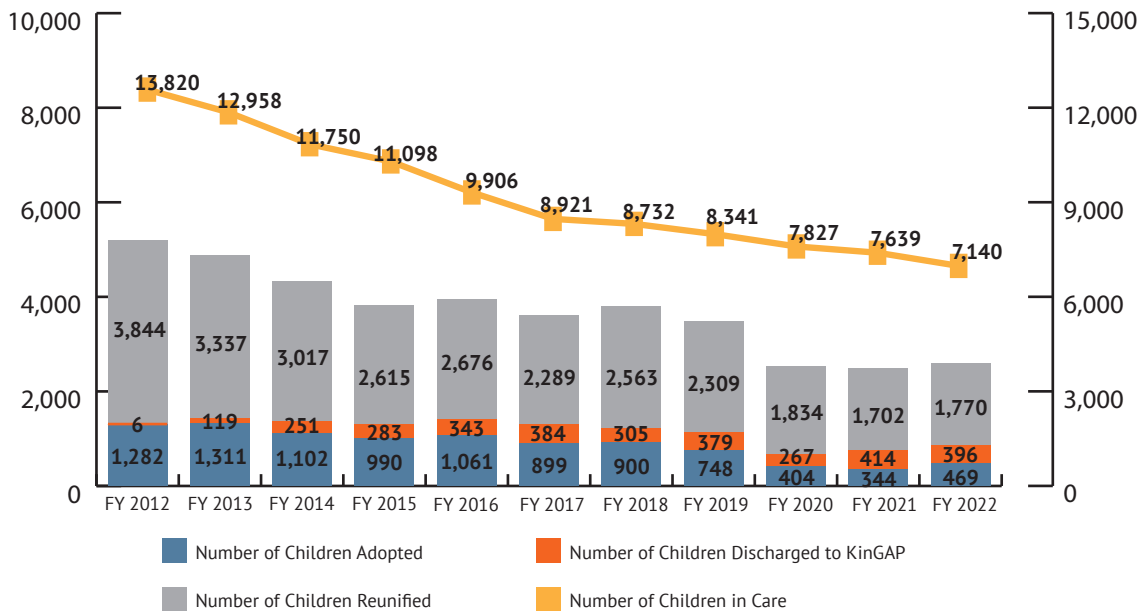
Thank you for your partnership and we look forward to continuing this important work.

Sincerely,
Jess Dannhauser

I. Improving Permanency Outcomes

In FY 2022, ACS and its foster care agency partners continued to implement a range of strategies to improve permanency outcomes—helping children exit foster care to permanent families through reunification, adoption and kinship guardianship. As shown in the chart below, ACS has made significant progress over the past decade, dramatically reducing the number of children in foster care.

Number of Children in Foster Care and Permanency Discharges



ACS and the foster care system continue to rebound from the COVID-19 pandemic. During this reporting period, Family Court’s operations resumed, leading to a greater number of permanency hearings being held. ACS continues to support and work closely with foster care providers to enhance permanency practice across the system and is implementing a variety of strategies designed to expedite permanency.

Supporting Reunification: The majority of children who enter foster care return home to their families. In FY 2022, 1,770 children were reunified with their families. As reported in previous status updates, ACS continues to implement a variety of approaches to support timely and safe reunification. They are:

- Frequent, high-quality Family Time is essential to supporting and increasing the likelihood of safe and timely reunification. Family Time also promotes child well-being and supports family engagement in the permanency planning process.
- Continued partnership with Rise, a parent advocacy organization, to offer trainings designed to increase case planning staff’s capacity to enhance the parent/child visiting

experience and improve their parent engagement skills in the service and permanency planning process.

- Ongoing facilitation of the Parent-to Parent (P2P) meeting, a vital first step in building positive family to family relationships which allows parents and foster parents to meet at the early stages of foster care placement. To further this work, ACS' Workforce Development Institute launched a webinar, based on Rise's Building a Bridge' curriculum, which highlights the Importance of creating positive relationships between parents and foster parents.
- Completion of the Parent Empowering Parents pilot, which embedded parent advocates within 9 case planning units at two agencies. The lessons learned from the pilot informed the systemwide rollout of PEP, which officially started on July 1, 2023, expanding the use of advocates at all foster care agencies.

Supporting KinGAP and Adoption: For families where reunification is not possible, efforts to find permanency through KinGAP or adoption are implemented.

- The Kinship Guardianship Assistance Program (KinGAP) is designed for a child to achieve permanency with a kinship relative who had been the child's kinship foster parent for at least six months. This program provides financial support, and in most cases medical coverage, to the kinship guardian.
- In FY2022, 396 KinGAP cases were finalized, which is consistent with the year to year increases pre-pandemic. In FY 2021, 414 KinGAP cases were finalized, a number higher than usual and possibly a result of the Court addressing the FY 2020 backlog. On-going technical assistance and support is given to foster care providers to support their permanency planning in the area of KinGAP.
- ACS continued our partnership with the **Dave Thomas Foundation for Adoption** and our foster care providers to implement the **Wendy's Wonderful Kids (WWK)** evidence-based model to improve permanency outcomes for older youth, sibling groups and youth with special needs. A major expansion of the WWK model was launched in FY 2018 and currently, we have 32 WWK recruiters working across the foster care system. Since FY 2018, 1,339 youth have been served, 802 children are matched with permanency resources and working toward final legal permanency and 271 legal permanencies have been achieved. In FY 2022 there was an increase in the number of adoptions from 344 in FY21 to 469 in FY22.

■ II. Improving Foster Care Placements to Enhance the Safety, Permanency and Well-Being of Children

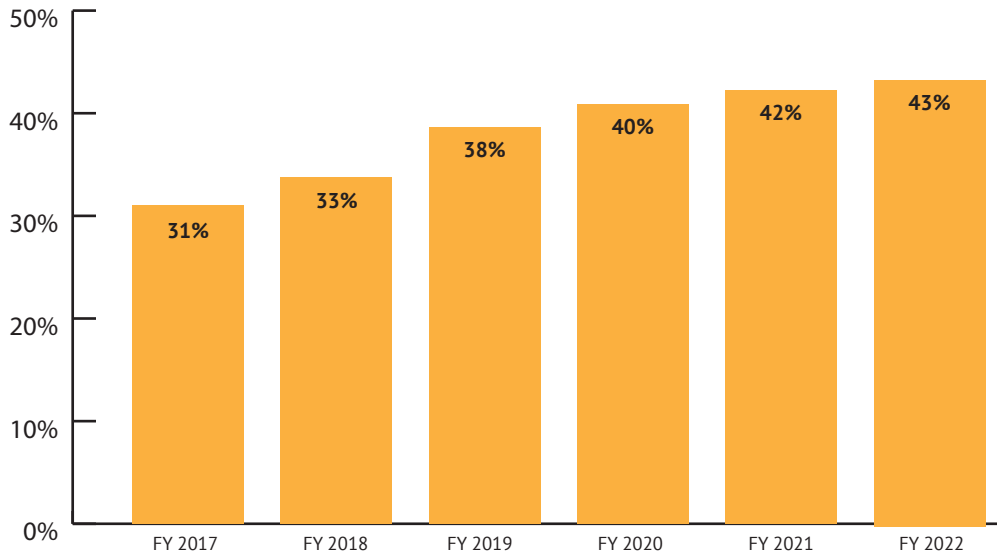
Our goals are to ensure that children are safe and receiving the highest quality of care in their foster care placements, and that foster parents (both kinship and non-kinship) are receiving the supports they need. Our Home Away from Home initiative focuses on increasing kinship placements through specific kin-finding efforts. Additionally, the Home Away from Home initiative is designed to enhance our kinship and foster home screening, recruitment and support processes systemwide in order to ensure that children are safe and thriving. In addition to significant ACS resources, Home Away from Home framework received major support over the past several years from the Conrad N. Hilton Foundation, Casey Family Programs and a collaborative of five foundations - New York Community Trust, Redlich Horwitz Foundation, Ira W. DeCamp Foundation, Joseph Leroy & Ann C. Warner Fund and Tiger Foundation. Additionally, ACS worked closely with national expert, Action Research, as the HAFH model was further developed and refined in FY2022.

Foster Home Safety and Stability: ACS takes every allegation of maltreatment in foster care very seriously. Every allegation is fully investigated by the Division of Child Protection to make certain that children are safe. When ACS identifies concerns with safety performance by one of its foster care agencies, ACS mandates a safety improvement plan; the failure of an agency to improve leads to heightened monitoring or corrective action status. In FY 2022, 98% of foster homes had no incidents of indicated child neglect or abuse. ACS is pleased to report the rate of maltreatment in care per 100,000 care days improved from 7.0 in FY 2021 to 5.5 in FY 2022.

Finding and Supporting Kinship Foster Homes: National research shows that children in foster care fare best when placed with kin, with reduced trauma, greater placement stability, preserved family and community connections and increased likelihood of achieving permanency and reduced likelihood of re-entry into foster care. Increasing placement with kin is a key ACS priority. In FY 2022:

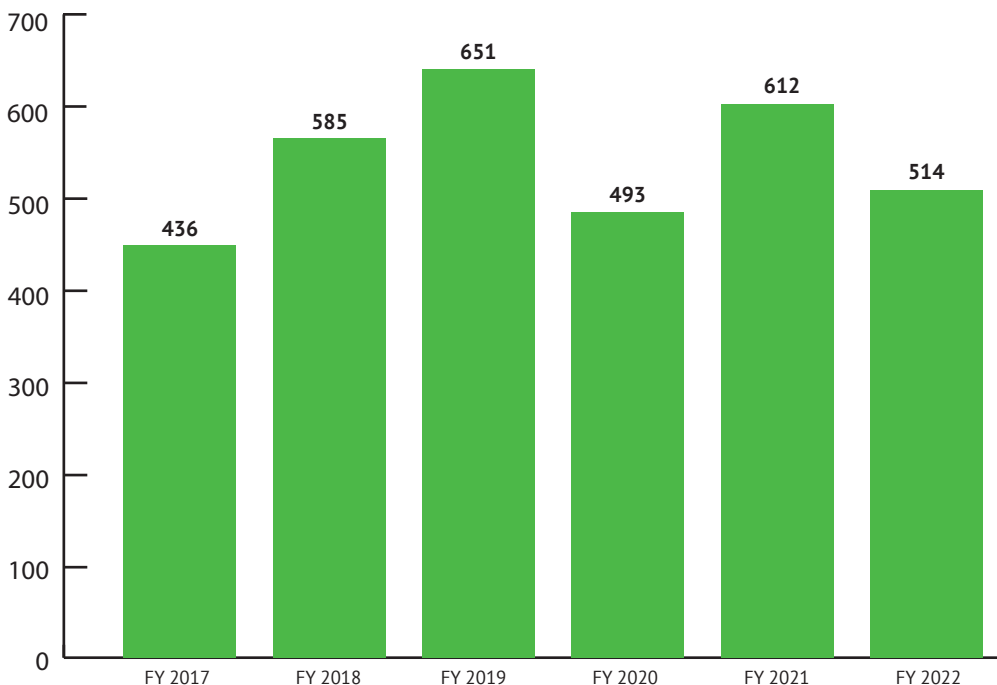
- Over 50% of initial placements were made with kin as a result of ACS' Division of Child Protection implementation of range of kin-finding strategies.
- ACS contracted foster care agencies used targeted efforts to identify and move children to kin when this is in their best interests. These efforts have been highly successful, with the proportion of children placed with kin increasing to 43% in FY 2022.

Percent of Children Placed with Kin FY 2017 to FY 2022



Foster Parent Recruitment: The COVID-19 pandemic onset in FY 2020, greatly impacted and hampered foster home recruitment efforts across the foster care system in New York City. Since FY 2020, ACS and our foster care partners have worked diligently to improve and shift recruitment strategies to meet the everchanging needs of youth entering foster care. We are working closely with our provider agencies to tailor recruitment efforts to focus on foster parents who are willing to open their hearts and homes to children with medical needs, sibling groups and teenagers and who have a specialized skill set, like human service professionals, nurses and doctors. In FY 2022 514 foster homes were recruited.

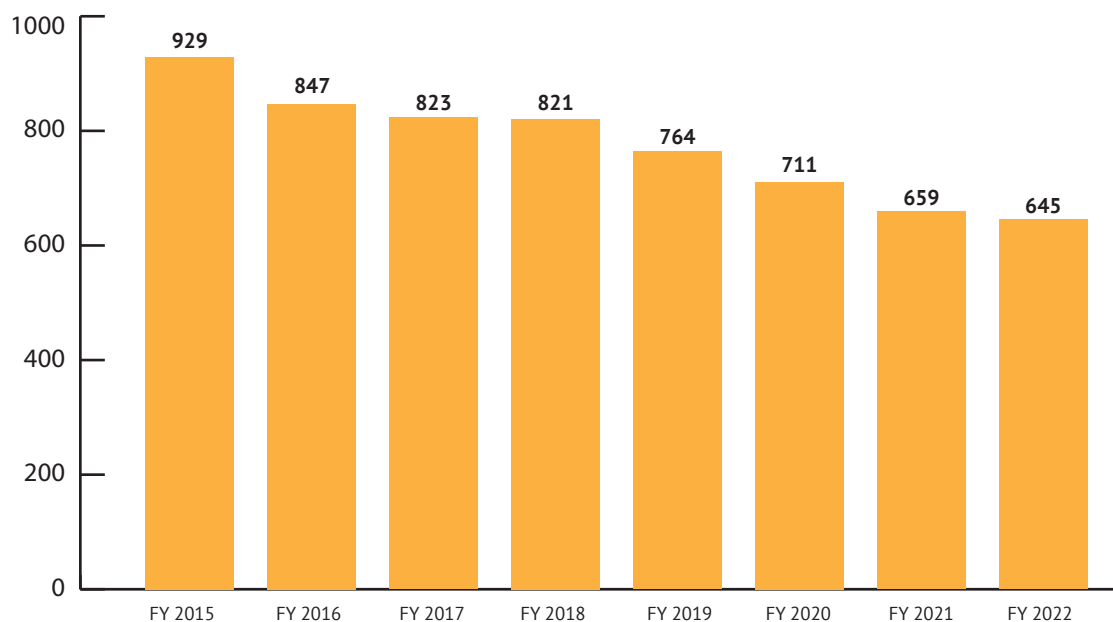
Number of Foster homes Recruited



Supporting Youth in Residential Care: For youth who need more therapeutic support than offered in ACS family-based foster care continuum, residential care services are available. Residential Care services are trauma informed and many are evidence-based. Youth are assessed prior to placement in a residential care program to ensure the setting is appropriate and best suited to meet their needs. Agencies provide case planning, permanency planning and other services to youth in residential care.

ACS continues to have a low proportion of children placed in residential care. More than 90% of children and youth in foster care are placed in family-based care (kinship or non-kinship foster homes). ACS has maintained a rate of 8–9% of children placed in residential settings, even while the overall numbers of children in foster care has dropped significantly and the acuity of children in care has increased. The number of children in residential settings has decreased significantly since 2015, reaching an eight year low of 645 children.

Number of Children in Residential Care



In FY 2022, ACS continued to invest additional funding to improve services for youth in residential programs. Through this support, residential providers are enhancing staffing and implementing evidence-based therapeutic models to improve safety, permanency and well-being outcomes for young people. Our focus continues to be on reducing the use of residential care and utilizing residential care only when necessary for time-limited treatment.

■ III. IMPROVING EDUCATION AND EMPLOYMENT OUTCOMES

Our work to improve education and employment outcomes for children and youth in foster care has been adapted to address issues that have intensified over the last few years.

Education: The pandemic shined a spotlight on factors beyond what happens in the classroom can have on educational success. It also showed how important it is for education support partners to collaborate and coordinate to provide more holistic and personalized services. ACS increased their partnerships and collaborations with many stakeholders to coordinate a wide range of services to support the educational needs of students. These collaborations included the Department of Youth and Community Development (DYCD); the Department of Education (DOE); and the Department of Health and Mental Hygiene (DOHMH), as well as the City University of New York (CUNY). Other highlights in the area of Education support include:

- ACS worked closely with the Department of Education’s Foster Care to provide information to parents and foster parents about health and safety at schools during the pandemic, the school enrollment processes, obtaining special education services, and how to access educational services and programs over the summer.
- While school attendance rates for youth in foster care are slowly improving, this continues to be an area of focus for the system. ACS and the foster care providers will continue to collaborate with the DOE Foster Care Office and other stakeholders in FY2023 and beyond to improve attendance outcomes.
- A team of Education Specialists providing case consultation, training, and resource materials to ACS, foster care agency staff, youth and families on a variety of educational issues, including school stability/placement, transportation, special education and support services.

By developing a more holistic approach to education support and engaging in consistent collaboration with key stakeholders, education support for children was enhanced in systematic ways.

Fostering College Success Initiative: ACS and CUNY have continued to collaborate and provide financial, academic and socio-emotional support for foster youth in college. Through the Fostering College Success Initiative, (a.k.a The Dorm Project) launched in FY 2016, the program has expanded from serving 50 CUNY students to over 130 students who attend CUNY as well as other colleges and universities. College students in foster care receive targeted support to help them thrive in school—including coaching, tutoring, and career counseling. At the same time, eligible college students benefited from daily stipends that assist them with meeting college-related expenses. Our partners New Yorkers for Children and Casey Family Programs also provided generous financial and material support for students. The success of this program led to the creation of College Choice, which launched in early FY 2023 has enrolled almost 300 youth.

Improving Employment Outcomes: ACS offers a variety of programs that help youth explore their career interests, including career readiness clubs, career fairs, vocational training and assistance with HSE/GED completion. ACS and its partners also help youth obtain internships and jobs that help prepare them for meaningful careers. A full description of ACS workforce and employment initiatives are found below:

- **LifeSet:** In 2018, New Yorkers for Children, in partnership with ACS and Youth Villages, launched the LifeSet program in NYC. The program helps youth to successfully transition to adulthood, with a specific focus on improving a youth's education, employment, and housing outcomes. As of December 2022, 277 youth participated in the program offered by Children's Aid Society, the New York Foundling, SCO and Good Shepherd Services.
- **Mentored Internship Program** is implemented at 12 of New York City's foster care agencies with support from the Pinkerton Foundation. Through a collaboration with the Workforce Professional Training Institute (WPTI) and Columbia University's Workplace Center, the MIP program serves youth 16-24-years-old and provides paid internships ranging where interns can earn up to \$3,600. Since FY18, MIP has provided funding to train over 426 mentors and serve over 900 youth. We thank the staff at Catholic Guardian Services, Children's Aid, Children's Village, Forestdale, Graham Windham, Good Shepherd Services, HeartShare St. Vincent's, JCCA, The New York Foundling.
- **Advance and Earn Plus:** In partnership with the NYC Department of Youth and Community Development (DYCD), in FY 2022 ACS enrolled over 100 current and former foster care and juvenile justice involved youth into a pilot program, Advance and Earn Plus. Formerly known as the YAIP+ and recently re-launched, the program enables youth ages 16-24 to receive work readiness training, assistance with qualifying for and completing their HSE diploma, and paid work experience.
- **Summer Youth Employment Program:** ACS partners with DYCD to support the City's Summer Youth Employment Program, known as SYEP Emerging Leaders Program. During summer 2022, ACS and foster care agencies referred more than 1,500 youth to SYEP, enabling them to participate in virtual career exploration and skill-building activities while receiving a stipend.
- **ACS Summer College Internship Program:** In FY 2022, ACS sponsored the Commissioner's College Internship Program (CIP), a paid internship program during the summer that served 200 students in foster care who were about to enter, in, or recently left college. Placed in internship assignments, participants benefited from a one-to-one supervision model that focused on career and educational planning, professional networking and career pathway work experience. All interns received a stipend for 150 hours of work experience.
- **ACS Virtual Career Fair and Hiring Events:** In FY 2022, ACS continued to coordinate career fairs and hiring events. During FY22, among other companies, ACS recruited for jobs at Allied Universal and Midwood Ambulatory Services. In total, over 250 youth gained employment.

- **YA WORC:** Ten foster care agencies (Cardinal McCloskey, Catholic Guardian, Children’s Aid, Children’s Village, Forestdale, HeartShare St. Vincent’s, JCCA, Rising Ground, Sheltering Arms, and The New York Foundling) are implementing the Young Adult Work Opportunities for Rewarding Careers (YA WORC) model. The model offers intensive training and support from The Workplace Center at Columbia University, including enrolling students in career clubs. Since the program’s inception in FY17, more than 200 staff have been trained and more than 726 youth have been served.
- **V-CRED:** In FY 22, we launched V-CRED with funding from the Kellogg Foundation. V-CRED is a new vocational training and apprenticeship program which provides professional opportunities to youth, ages 16 to 24, in foster care and with juvenile justice experience. V-CRED has five career pathways: 1) Information Technology, 2) Electrician’s Helper, 3) Allied Health (e.g., Certified Nursing Assistants, EKG Technician), 4) Pharmacy Technicians, and 5) Building Trades. To date, 53 youth have completed internships and completed training for certifications.

Growth of Fair Futures

FY 2022 marked the third year of Fair Futures, a first of its kind public-private partnership, that provides dedicated coaches, tutors, employment and housing specialists for youth in foster care ages 11 to 21. The Fair Futures initiative focuses on improving education, employment, housing and permanency outcomes for children and youth by ensuring they have a one-to-one relationship with a coach who helps them navigate through the many transitions to adulthood. For FY 2022, the funding amount for Fair Futures increased from \$12 million to \$20 million (\$12 million of which was baselined and \$8 million of which is one-time funds). The program is integrated into all family foster care and residential programs. Key components of Fair Futures—including technical assistance, training, and professional development opportunities for foster care agencies and their staff — have been made possible through generous support from the **New York Community Trust, Conrad N. Hilton Foundation, Redlich Horwitz Foundation, Tiger Foundation, Ira W. DeCamp Foundation, Doris Duke Charitable Trust, Booth Ferris Foundation, and Stavros Niarchos Foundation.**

■ IV. EQUITY

The **ACS Office of Equity Strategies** (OES) was founded in 2017 and is currently a part of the First Deputy Commissioner's Office. OES focuses on addressing disparities related to race and ethnicity, income, gender, sexual

Race Equity

ACS is committed to examining and addressing racial inequity through our policies and practices. Through the [ACS Equity Action Plan](#) and additional strategies developed since this plan was issued, we are working to expand prevention services that provide support and resources to families while keeping them together, reduce the number of children in foster care, increase placement with kin, meaningfully increase youth and parent voice and expand the role of parent advocates with lived experience. ACS is also implementing initiatives to develop staff and leadership capacity to apply equity principles and strategies through trainings on Understanding and Undoing Implicit Bias and leveraging the Race, Diversity and Intersectionality (RDI) Reflective Process™, a mechanism for transformative systems change. We have partnered with an external consultant to develop a toolkit of resources to help elevate the voices of frontline staff in identifying equity challenges and also suggesting potential solutions

LGBTQAI+ Equity

ACS is committed to creating a safe and affirming environment where all young people can thrive, no matter their sexual orientation or gender-identity and expression. The ACS Office of LGBTQ Equity Strategies raises awareness and helps ensure that our services are affirming of LGBTQ youth and families. ACS continues to follow the FY 2021 LGBTQAI+ [Action Plan](#) that includes establishing a dedicated LGBTQAI+ Committee as part of the ACS Youth Leadership Council; updating relevant policies; strengthening staff training and foster parent recruitment and training; and continuing to advance data collection that informs this critical work moving forward.

To highlight some key aspects of the LGBTQAI+ equity work:

- ACS launched an updated LGBTQAI+ staff training called “Include, Empower, Affirm: Policy, Best Practices and Guidance for Serving LGBTQAI+ Children and Youth Involved in the Child Welfare and Juvenile Justice System. The purpose of the new training is to:
 - Promote the safety, permanency, and well-being of LGBTQAI+ youth
 - Identify needs and strengths of LGBTQAI+ youth and the key issues they face while engaged with Children’s Services through an intersectional lens.
 - Respect and affirm all youth regardless of their sexual orientation, gender identity, or expression.
- To build on efforts to expand foster parent recruitment from the LGBTQAI+ community, ACS established a foster parent recruitment workgroup in partnership with foster

care agencies and LGBTQAI+ organizations. This workgroup is developing strategies to bolster outreach to potential foster parents.

- ACS funds The LGBTQ Center and the Ackerman Institute to train clinicians that work with ACS involved families on LGBTQAI+ cultural responsiveness/competency. Both organizations also provide clinical services for LGBTQAI+ youth in foster care and additionally the LGBTQ Center provides social emotional support services and recreational support services for ACS involved youth.

Parent and Youth Voice

A key equity strategy for ACS is uplifting the voices of youth and parents.

Parents:

In FY 2020, ACS launched a Parent Advocacy Council (PAC) to advise the Commissioner and ACS leadership on ACS policy, programming, and practices. As in past years, in FY 2022, the PAC provided input on multiple protocols and trainings and worked with ACS to advance key priorities through subcommittees focused on family team conferencing, education, the Children's Center and foster care. ACS continues to collaborate with PAC members, and they continue to share their perspectives and experiences to inform decision making and policy development. Additionally, the PAC pushes ACS to continuously improve our work with parents and families.

Throughout FY22, ACS continued the implementation of the Parents Empowering Parents (PEP) pilot in which parent advocates will draw upon lived experience with the child welfare system to support, inform and mentor parents with children currently in foster care. ACS worked in partnership with Rise, a nationally recognized parent advocacy organization, and two foster care agencies - Graham Windham and Rising Ground - to co-design and pilot PEP and implementation plan. Lessons learned from the pilot, informed by a PEP evaluation, will support the systemwide scaling of parent advocates with ACS contracted foster care agencies. These advocates will receive ongoing receiving training, coaching and professional development from Rise to support their capacity to deliver these important services to parents. ACS is grateful to **Casey Family Programs, Annie E. Casey Foundation, Redlich Horwitz Foundation, the Warner Fund and New York Community Trust** for helping to make this pilot a reality and for their commitment to improving outcomes for families.

Youth:

- In FY 2019, a new **ACS Youth Leadership Council (YLC)** was launched to further engage youth and ensure their voices inform practice change. The Youth Council brings youth and adult leaders together to work in partnership on youth-related areas of policy, practices and/or services. Members of the council include youth currently and previously in the foster care and juvenile justice system. The goals of the Council are to develop youth leadership skills and recommend policy and practice improvements

to address the needs of young people. The Youth Council is currently working on implementing their Strategic Action Plan to further promote and uplift youth voice.

- Launched in FY 2018, ACS continues to conduct its annual [Youth Experience Survey](#) to hear directly from young people about their experiences in foster care. In FY 2022, nearly half (49.4%) of youth in care aged 13 or older completed the survey. Youth shared insights on their home life, school, work, social activities, and well-being. The survey results help inform the work of ACS and its foster care agencies.

V. STRENGTHENING FOSTER CARE AGENCY CASE PRACTICE

ACS continues to employ an intensive provider oversight, accountability and a continuous quality improvement system that includes:

- Monthly safety checks of each foster care agency to track that every child and family is being visited and seen on the appropriate schedule.
- Monthly data reports with key indicators directly related to the goals of the Foster Care Strategic Blueprint.
- Statistically representative case review audits performed twice a year on every foster care agency.
- Quarterly outcomes analysis of each foster care agency's key targets, along with quarterly monitoring sessions.
- Annual foster care agency Scorecard assessing each agency's overall performance.
- Heightened Monitoring and Corrective Action plans when necessary.

Through the **Collaborative Quality Improvement (CoQI) process**, ACS works in partnership with every foster care agency to develop and implement a continuous quality improvement plan. These plans have resulted in measurable improvements in key practice areas including casework contacts with parents, parent/child visits and supervision of case planners. ACS and foster care agencies partner through this process to identify emerging performance issues and to proactively develop solutions for improving practice.

The **ACS Office of Strategic Program Support (OSPS)** continues to provide technical assistance to help foster care agencies implement best practices, utilize data, improve business processes, enhance performance management strategies, and implement special initiatives. OSPS provides technical assistance and support virtually and has hosted several webinars, reaching hundreds of participants.

Since its creation in 2016, the **ACS Workforce Institute** has been providing ongoing professional development opportunities for ACS and foster care agency staff at all levels. The Institute is a partnership between ACS and the City University of New York (School of Professional Studies and the Silberman School of Social Work at Hunter College). The Institute allows ACS to offer a range of critical training and professional development opportunities in child welfare best practice to foster care agency staff. As a result of COVID-19, the ACS Workforce Institute adapted many of its offerings to be provided virtually.

A preliminary **Foundational Foster Care Onboarding Program** rolled out in Fall 2021 and continued in FY 2022. The training offers courses in Motivational Interviewing and Building Coaching Competency as well as specialized courses:

- Safety and Risk: Investigation, Synthesis, and Assessment
- Child Sexual Abuse: Protective Strategies
- Identifying and Addressing Intimate Partner Violence
- Understanding and Undoing Implicit Bias
- Motivational Interviewing: Engaging Families with Repeat Involvement in the Child Welfare System
- Motivational Interviewing: Engaging Girls and Young Women
- Motivational Interviewing: Engaging Fathers
- Engaging Parents with Cognitive and Other Developmental Limitations
- Include, Empower and Affirm: Providing Culturally Competent Services for Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Youth in ACS Care
- Model Approach to Partnerships in Parenting (MAPP)
- Virtual Engagement of Children, Youth, and Families
- Attachment and Bio-Behavioral Catch Up (ABC);
- Using the FASP Desk Guide in Foster Care Case Practice

Training offered through eLearning programs:

- Applying the Mental Health Principles
- Asthma Basics: Home-Based Services for Self-Directed Asthma Care
- Identifying and Working with Families with Native American Heritage
- Effective Writing Skills
- Evidence Based Models
- Family Team Conferencing Overview
- FTC Management Review Process
- Mandated Reporter Training: Identifying and Reporting Child Abuse and Maltreatment
- Medicine Safety for Children
- NYC Child Welfare System: Past, Present, and Future
- NYC Preschool and Early Child Care Food Allergy Training
- SCR Reform Bill: Promoting Equity Through Legislative Changes
- Trauma: How It Impacts the Brain, Development & Behavior
- Understanding Substance Misuse and Its Effect on Families
- Understanding the Intersection of Immigration and Child Welfare

Training to build the capacity of staff to prepare youth for careers and the world of work, delivered in partnership with the Workplace Center at Columbia School of Social Work.

VI. OUR PARTNERSHIPS

These **twenty-six agencies** work diligently every day to provide caring and supportive services to children, youth, parents and foster parents. The progress achieved to support children and youth in foster care would not be possible without dedication and commitment of our Foster Care agency partners and their staff.

Abbott House	Little Flower Children and Family Services
Cardinal McCloskey	Lutheran Social Services
Catholic Guardian Services	Martin De Porres
Cayuga Centers	MercyFirst
Children's Aid	New Alternatives for Children
Children's Village	The New York Foundling
Coalition for Hispanic Family Services	OHEL Children's Home and Family Services
Forestdale, Inc.	Rising Ground
Good Shepherd Services	SCO Family of Services
Graham Windham	Seamen's Society for Children and Families
HeartShare St. Vincent's Services	Sheltering Arms
The Jewish Board	St. Dominic's Home
JCCA	St. John's

Foundation Partners:

ACS is deeply appreciative of our key foundation partners who have supported our efforts to pilot, test and adapt new initiatives designed to improve our support to children, youth and families. We are grateful for the support entrusted in ACS by our foundation partners included below, who have invested with us to improve safety, permanency and well-being outcomes for New York City children and families,

Action Research Partners	Fostering Change for Children
Annie E. Casey Foundation	Google
AT&T Foundation	Hopeland
Casey Family Programs	Ira W. DeCamp Foundation
Center for the Study of Social Policy (CSSP)	iFoster
Chapin Hall	Joseph LeRoy and Ann C. Warner Fund
Conrad N. Hilton Foundation	New York Community Trust
Dave Thomas Foundation for Adoption	New Yorkers For Children
Doris Duke Charitable Foundation	Mayors Fund to Advance New York City
Foster Care Excellence Fund	Pinkerton Foundation

Redlich Horwitz Foundation

Rise

Robin Hood Foundation

Sirus Fund

Stavros Niarchos Foundation

The Workplace Center at the Columbia School
of Social Work

Tiger Foundation

Additionally, ACS wants to highlight **New Yorkers For Children (NYFC)**, special partner to **ACS**. Since 1996, NYFC and ACS have worked together to protect, ensure, and promote the safety and well-being of NYC's children and families. In this partnership, NYFC provides grants management and program management support for key ACS initiatives, with a focus on older youth in foster care and those you have exited foster care