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Testimony to the New York City Council
Committees on General Welfare and Juvenile Justice
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“New York City Council Fiscal Year 2020 Preliminary Budget Hearing”

Good afternoon Chairs Levin and King, and members of the Committees on General Welfare and Juvenile Justice. I am David Hansell, Commissioner of the New York City Administration for Children's Services. With me are Dr. Jacqueline Martin, the Deputy Commissioner of the Division of Prevention Services; Julie Farber, the Deputy Commissioner of Family Permanency Services; Felipe Franco, the Deputy Commissioner of the Division of Family and Youth Justice, and Jose Mercado, the Chief Finance Officer at ACS. Thank you for this opportunity to discuss the ACS Fiscal Year 2020 preliminary budget, and the many ways we have been working to protect and promote the safety and well-being of New York City's children, youth and families.

There are few missions more important than that of Children's Services, and I am deeply honored to have led the agency in this mission for just over two years now. Throughout my tenure I have taken every opportunity to share (with the Council, our many stakeholders, and the families and communities we serve) the work we are doing, our successes and challenges, and the steps we are taking to build the strongest possible child and family serving agency. Our work is critically important, and I believe that all New Yorkers have a right to understand what we are doing, how we do it, and why we do it the way we do. So, in that spirit, I want to now take this opportunity to share with you the ways we are strengthening child safety, capitalizing on data and technology, and working to build better support systems for our City's families and communities-- which I truly believe puts New York City at the forefront of child welfare and juvenile justice work across the country.

Child Welfare

We have charted and are pursuing a course that is strengthening all aspects of our child welfare work and enhancing our ability to keep children safe and support families. While we continually strive to improve our work, I am proud of the following accomplishments:

- We have reinforced our child protective process, the front end of our system for keeping children safe. Most significantly, we have reduced caseloads for our Child Protective Specialists, provided more advanced tools and technology to support their work, enhanced training and skill development, and tightened our quality assurance and oversight mechanisms.
- We have reduced the number of NYC children in foster care to the lowest level in decades. At the end of CY 2018, there were approximately 8,200 children in our foster care system, representing a continued decline over the past two years, in the face of foster care increases nationally. And through implementation of our Foster Care Strategic Blueprint and the recommendations of the Interagency Foster Care Task Force, we are improving services and outcomes for young people in foster care.
- We are keeping children safely at home with their parents, through our prevention programs. On any given day we are serving nearly 25,000 children and their families in one of our community-based prevention programs. Our evidence-based prevention programs continue to draw national attention, as the new federal Family First law pushes child welfare programs nationally in the

direction which NYC began to move years ago. We have also launched a new preventive initiative to serve families for whom we might previously have sought court-ordered supervision to ensure child safety.

I'd now like to describe these accomplishments in greater detail.

Child Protection

Caseload Reduction

ACS remains committed to maintaining one of the lowest CPS caseloads in the country, and we have put several measures in place to help drive caseloads down. Over the last two years we have hired over 1,100 new CPS. With more frontline staff on board, we have been able to reduce the average investigative caseload to 10.1 cases per caseworker during the first four months of FY 2019, well below the nationally-recommended standard of 12 and lower than almost every other jurisdiction in New York State. We have also added supports to increase staff retention and reduce turnover, such as extension of training time and revision of the training curriculum, enhanced supervision and coaching in field offices, and wellness and staff appreciation programs.

Enhanced Technology

Our child protective staff are out every day throughout the five boroughs, visiting homes, schools, doctors' offices, shelters, and other locations to investigate allegations

and interview witnesses. As part of this work, they must take notes of interviews with parents, teachers, doctors, and others, track active cases, and access a family's prior child welfare history. All frontline child-protective staff now have portable tablets that allow workers to conduct clearances, obtain case history, and access other critical information in real time while out in the field. The tablets also enable CPS to enter their case notes from locations such as courthouses or waiting rooms, rather than having to return from the field to their desks for that purpose.

ACS also launched new software called the Safe Measures Dashboard, which gives caseworkers, supervisors, and other staff a greater ability to manage their caseloads and prioritize their work through a streamlined overview of case details. Safe Measures provides a calendar of tasks and deadlines in cases, tracks casework contacts, prioritizes workloads, and allows supervisors to monitor caseworkers' workload and progress. This is a major step toward automating what have previously been manual and burdensome processes, and we will be making this valuable tool available to our provider agencies as well over the coming months.

Getting to homes quickly for an initial visit is key to securing children's safety, so ACS implemented a multi-faceted transportation approach that includes access to Zipcar Local Motion technology, enabling child protection staff to quickly reserve City vehicles online at any time before traveling to a home visit, and dramatically reducing CPS response times in the field.

Enhanced Training

The jobs of our frontline staff are among the most difficult in the City, and it is imperative that our staff receive the specialized training they need to do their complex work. This year, ACS will begin construction on two new training sites, one in Queens and one in Harlem, which will offer simulated “on the job training” to frontline child welfare and youth justice staff. ACS’s first-ever simulation centers will allow staff to train in mock apartments, a mock courtroom, a mock detention center, and mock interview rooms, using actors and retired New York City family court judges to create a training environment that simulates the work in the field.

Quality Assurance

Our Division of Child Protection is tasked with the enormous responsibility of reducing risk and ensuring safety and well-being for children and families throughout the City, so it is crucial that we monitor the quality of our work and identify the areas we need to improve. One of the first reforms I made as ACS Commissioner was to revamp our ChildStat model, to strengthen the agency’s focus on performance accountability around child protection. Since the re-launch of ChildStat in May 2017, ACS has held more than 100 review sessions, resulting in scores of recommendations for zone-based and system-wide improvement. As issues have been flagged in ChildStat, we have identified and implemented reforms that have enhanced investigative work, increased the efficiency of key administrative processes and business functions, reduced delays in initiating services for families, and streamlined required casework documentation.

Thanks to focused ChildStat attention and other enhancements, our CPS units have significantly improved the quality and timely submission of required safety assessments and have instituted solutions to enhance supervisory and managerial oversight within CPS units.

Prevention Services

ACS contracts with community-based organizations to provide prevention services to promote family stability and prevent maltreatment. We have worked with our provider partners to steadily increase the availability of evidence-based prevention programs that are shown to reduce rates of maltreatment and improve child and family well-being, positioning ACS at the forefront nationally in providing evidence-based prevention programs to support families. We have strengthened both our support and our oversight of contracted providers, to ensure that families receive high-quality services and that safety risks are flagged and addressed quickly. Our continuum of prevention services provides approximately 20,000 families and more than 44,000 children per year with the support and services they need to address challenges, and has allowed ACS to safely reduce the number of children in foster care year after year. For families with very high service needs, particularly those under Court-Ordered Supervision or at risk of court intervention, we added 960 new prevention services slots in late 2018, including evidence-based clinical models.

With this as our foundation, we are launching a new vision for prevention work in New York City through an upcoming Request for Proposals (RFP). The Prevention

Services RFP will be released later in 2019 with new contracts to begin July 1, 2020. In anticipation of the procurement, ACS released a concept paper for public comment to solicit feedback from providers and the community at large. Our new vision for prevention services in New York City focuses more heavily on evidence-based models—relying on what we know works—and better allocating service models across the City in a way that aligns with and advances the continued reform and innovation of the City’s child welfare system. This will also prepare ACS and our providers well for the implementation of the federal Family First Prevention Services Act, starting in September 2021.

The comment period for the Concept Paper (which started February 8th) ends today, so I encourage anyone interested in commenting to visit our website and submit your feedback immediately! This is a very exciting moment for child welfare prevention services in New York City, and we look forward to incorporating your collective voices as we bring the next generation of prevention services to life.

Family Permanency

Safety in Foster Care

Our deep commitment to supporting and strengthening families has allowed the City to reduce the number of children in foster care to a historic low. There were nearly 50,000 New York City children in foster care 25 years ago, and 17,000 just a decade ago. At the start of 2017 there were just over 9,000 children in foster care. By the end of 2018 we reduced the number of children in care to approximately 8,200. The decline in

our foster care population has continued even as the number of children in foster care in other states and cities nationwide has increased since 2012. We believe that children should only be placed in foster care when it is absolutely necessary for their safety, and for the shortest amount of time possible. Protecting children's safety while in foster care and after they reunify with their families is a top priority for ACS, and we've launched major new programs to enhance safety – including a \$6 million initiative we launched last year targeted to keeping children safe when they transition home to their families from foster care and investments in family time/visiting. ACS has also invested in a campaign to increase the recruitment of quality foster parents and increase the use of kinship homes for foster children that has produced significant results this past year.

While maltreatment in foster homes is rare, any maltreatment in foster care is concerning and we monitor this very closely. In addition to the new initiatives just mentioned, we're taking additional steps to raise safety standards across the board, including conducting a close review of cases of maltreatment and a thorough review of provider programs.

In the longer term, we're rebidding the entire foster care system and will use that process to ensure that providers are protecting the safety of children. As you know, ACS contracts with private nonprofit organizations to provide foster care services for children not able to safely remain at home. During the next two years, we will re-procure our contracts for delivering family-based foster care services and residential foster care services. We see this as an opportunity for ACS to build on the successes of existing

services for children and families, to design a shared framework across foster care and prevention services, and to implement new strategies to improve safety, permanency, and well-being outcomes for New York City children and families.

NYC Interagency Foster Care Task Force

ACS deeply appreciates the City Council's shared commitment to improving outcomes for children and youth in foster care, and I would like to acknowledge Chair Levin for his role in shaping the work of the NYC Interagency Foster Care Task Force. I would also like to thank the City Council for doubling its support of transition-age youth programming from \$550k to \$1.1 million in the FY 2019 budget. This funding is allocated to eight agencies to provide education, employment and supportive services for older youth in foster care. We just released an annual update on the Task Force's work, showing that several of the recommendations have already been completed and many more are well underway.

For example, in March 2018, ACS announced a goal to increase the proportion of children placed with kin upon entry to foster care to 46% by the end of FY 2020. We are well on our way to achieving this. The proportion of children in foster care placed with kin rose from 32.5% at the end of December 2017 to 38.5% by the end of December 2018. The increase in kinship placements is supported by several initiatives, including the implementation of Kinship Specialists in the Division of Child Protection, a public/private partnership among ACS, foundations and national experts to help foster care providers improve kinship practice, and the launch of a kinship pilot with two provider agencies to implement innovative kinship strategies. We have also expanded

our inventory of non-relative foster homes. In FY 18, we increased the number of new foster homes recruited by 32%, reversing a 6-year decline in the number of new homes recruited.

To advance another recommendation from the Task Force, ACS has implemented two new tools with foster care agencies to help improve visitation practice, and we are partnering with the parent advocacy organization, Rise, to provide training and technical assistance to foster care agency staff. ACS has also launched a pilot with two providers to implement strategies to improve the quality of Family Time.

Education and Workforce Development Initiatives

Rooted in our core mission is the belief that every young person in ACS's care should receive the guidance and support they need for success in adulthood. Over the last two years, ACS established and expanded a new Office of Employment and Workforce Development Initiatives to expand career readiness, internship, and employment services for older youth in foster care. Six of our foster care provider partners have been implementing the Young Adult Work Opportunities for Rewarding Careers (YA WORC) model, with intensive training and support from The Workplace Center at Columbia University. Earlier this month, we announced that we are expanding our workforce program with Columbia, adding five more foster care providers, each of which have been trained in the YA WORC model.

Last April, ACS partnered with New Yorkers for Children and Youth Villages to launch the YVLifeSet program in New York City, with the goals of improving education, employment and housing outcomes and helping youth successfully transition to

adulthood. More than 200 current and former foster and juvenile justice involved youth have enrolled in the Young Adult Internship Program PLUS (YAIP+), developed by DYCD in partnership with ACS. More than half of the participating youth completed their internships—many of whom were hired into permanent jobs—and an additional 30 percent have continued to advance their educational goals.

Juvenile Justice

Last October, New York launched one of the most groundbreaking juvenile justice reforms in the state's history: Raise the Age. Prior to the new law, New York was one of just two states in the country that still treated all 16 and 17-year-old youth as adults in the criminal justice system. Today, 16 and 17-year-old youth are no longer detained on Riker's Island, and if ordered by a court, are now held in ACS facilities where they receive education, age-appropriate therapeutic and recreational services, and health and mental health care. Newly arrested 16-year-olds are now treated as juveniles, having their cases heard either in the Family Court or the Youth Part of Criminal Court, and if they are detained it is either in Crossroads Juvenile Detention Center or in one of our non-secure detention facilities, where we provide the services they need to get their lives back on track. If adjudicated to placement by the Family Court, they are placed in small Close to Home residential facilities.

ACS's Close to Home initiative has transformed New York City's approach to juvenile justice over the past six years, and has become a national and international model. Last month, the Columbia Justice Lab issued a report noting that Close to Home

can and should serve as a roadmap for other jurisdictions to emulate. In the years following Close to Home implementation, we have witnessed juvenile crime, arrests, detention and placements plummet in the City. From 2008 to 2017, the number of juvenile arrests decreased 70%, from 13,564 to 4,080. Overall admissions to juvenile detention decreased significantly year over year, dropping 64% from Fiscal Year 2007—when nearly 6,000 youth were detained—to 1,754 in Fiscal Year 2018. Likewise, the number of New York City youth in juvenile delinquent and juvenile offender placement also decreased by almost 90% from 2009 to 2018.

We have pro-actively expanded our array of interventions throughout our juvenile justice continuum to better serve the unique needs of the older youth now and prospectively in ACS' care under Raise the Age. At Crossroads Juvenile Center, we provide a robust menu of therapeutic, recreational and vocational services and programming for our young people, and we work with our partners at the Department of Education to provide uninterrupted educational services for every youth. When young people are placed in Close to Home residential care, a provider is assigned to each individual youth and now remains with that youth throughout the duration of the young person's placement, including their time on aftercare. This enables providers to develop deeper assessments of youths' and families' needs, and allows providers to create more streamlined service plans based on those individualized assessments.

As you know, ACS partners with the Department of Correction, as the law requires, to supervise the youth who have transferred from Rikers Island to Horizon, as

well as newly arrested 17-year-olds for whom the law does not take effect until October 1, 2019. While the initial transition had some challenges, the facility is now stable and secure, and youth are attending school, receiving health and mental health services, and participating in a wide array of recreational, vocational and arts programming.

You may also recall that ACS launched an aggressive hiring plan last summer to hire some 700 Youth Development Specialists over two years, to work in our secure detention facilities. We have hired over 250 YDS to date, are still recruiting, and encourage anyone who meets the qualifications to apply.

Child and Family Well-Being

While we are obligated to investigate every report of maltreatment that we receive through New York State, we are committed to redressing historical patterns of racial disproportionality in child welfare involvement, through a focus on equity in our work, and through efforts to strengthen communities that have faced generational patterns of marginalization and disenfranchisement. ACS's Division of Child and Family Well-Being (CFWB) aims to engage families before they ever reach the child welfare system, by focusing on the factors that contribute to well-being including health, education, employment, and culture. A large part of this important work is carried out through community and family engagement, public awareness campaigns, and subsidized early childhood education, as well as promotion of equity strategies throughout ACS' work.

As we've previously discussed with the General Welfare Committee, ACS's Family Enrichment Centers (FEC) represent an innovative new model for providing comprehensive, community-focused support to families. We are proud to have launched three pilot FECs in 2018 in neighborhoods with high rates of Child Welfare system involvement. The first Center opened in February in the Hunts Point/Longwood neighborhood of the Bronx and is called O.U.R. Place (Organizing to be United + Resilient). Shortly thereafter, The C.R.I.B. (Community Resources in Brooklyn) in East New York, and Circle of Dreams in Highbridge opened their doors to the community. Today these three Family Enrichment Centers are helping communities build connections among residents and offering supports for families who have identified a need to prevent families from ever coming into contact with the child welfare system.

Community Partnership Program

The Community Partnership Program (CPP) is an ACS-funded, community-based initiative that partners with local communities to support families and engage them with ACS and other City agencies. Through coordinated service referrals, community-led programs and community awareness efforts, the CPPs serve as ambassadors to the community, advocates for families, and help to ensure that the work we do at ACS is equitable and culturally competent.

Over the last year, CFWB has worked to redesign and relaunch the Community Partnership Program model to better serve families and communities throughout the City. The work of the reconfigured Community Partnerships Program, which began in January, is rooted in three foundational frameworks—collective impact, a two-

generation approach, and an equity framework—and gives local organizations the space to network with each other, share critical information and resources to support children and their families.

Safe Medication Campaign

In Fall 2017, ACS launched a citywide Safe Medication campaign to provide families with tools to help ensure that medications and potentially dangerous household items are stored out of children’s reach. As part of this campaign, ACS partnered with the Department of Health and Mental Hygiene to develop informational palm cards and promotional posters to raise awareness of the dangers of unsafe medication storage. In addition, our child protection frontline staff distributes medication lock boxes and bags to families engaged with ACS as needed to help keep medication out of children’s reach, and ACS also supplied lock boxes to our provider partners to distribute to other families in need.

Safe Sleep Initiative

Tragically, a significant proportion of child fatalities in NYC—approximately 50 each year—are attributed to unsafe sleep practices. To help prevent sleep-related injuries, ACS is partnering with NYC Health + Hospitals (H+H) to put Safe Sleep information directly into the hands of new parents. Earlier this month, we announced that parents who give birth in any of H+H’s eleven delivering hospitals are now receiving a toolkit that includes a onesie with safe sleep instructions, a sleep sack (wearable blanket), crib netting to protect from household pests, as well as educational materials about best practices for infant safe sleep, including our own informational video entitled,

“Breath of Life: The How and Why of Safe Sleep,” which is also accessible on ACS’s website.

Early Childhood Education

Early education provides a solid foundation for healthy social, emotional and cognitive development our children need to position them for future academic and social success. As you know, New York City has made major investments in high-quality, free and affordable early care and education programs over the last decade. In order to make EarlyLearn part of the City’s continuum of education programs, it is due to transfer to the NYC Department of Education’s (DOE) Division of Early Childhood Education this summer. As part of the ongoing EarlyLearn transition, DOE recently released RFPs for contracted early childhood education and for Early Head Start/Head Start Services. An RFP for Family Child Care is due to be released soon.

As the contracted child care system transfers to DOE, ACS will continue to administer the City’s child care voucher system. We will continue our efforts to improve both the quality and availability of care in this system, which serves nearly 66,000 children under the age of 12. We are committed to making child care available to some of the most vulnerable families in NYC, including those who are involved in our child welfare system.

Focus on Equity

ACS is confronting the historically disproportionate impact the child welfare and juvenile justice systems have had on communities of color, and we are in the process of

taking important steps to address equity issues in our work. As part of the agency's work under Local Law 174, ACS conducted gender, racial, income and sexual orientation equity assessments of our child welfare and juvenile justice continuums, and we are now working to create and implement an Equity Action Plan to address disparities identified in our assessment. We look forward to sharing our progress in implementing our Equity Action Plan later this year.

In 2017, ACS launched the Office of Equity Strategies within the Division of Child and Family Well-Being, and our longstanding Racial Equity and Cultural Competence Committee works to promote racial equity throughout the child welfare, juvenile justice and early care and education systems. Additionally, all child protective staff now learn about implicit bias as part of the core training they take when they begin their jobs, and ACS recently launched a new eLearning course called, "Understanding and Undoing Implicit Bias," which is mandatory for all ACS staff to complete by June. All direct service staff and supervisors at ACS are also required to take a full-day, instructor-led course on the same topic.

We know there is more to be done, and ACS is fully committed to identifying and addressing inequities throughout our systems. With implicit bias training, affirming policies, and specific actions to ensure that our services are culturally appropriate, we are working towards correcting the systemic issues that contribute to disproportionality.

Building a 21st Century Child and Family Serving System

As I hope I've explained today, ACS has strengthened our ability to meet the needs of NYC families, protect NYC children, and support our staff – and we are constantly identifying more ways to improve. While we meet the challenges of today, we also have a long-term vision for transforming child welfare to serve our City's families and communities – and we are leading an effort to implement that vision nationally. In doing this, we're focusing on what I think are the five key areas of that effort:

1. First, we're using evidence as our north star. We are not making policy decisions based on hunches, or what "we've always done," but on what we know works and achieves demonstrable results. And then we measure progress in order to constantly improve.
2. Second, in keeping children and youth safe, we are not solely focused on just preventing *repeat* maltreatment. We are working with a primary prevention lens to reduce maltreatment and juvenile justice involvement, working with and within communities.
3. Third, we are looking towards creating an entire ecosystem of services dedicated to these goals, rather than a single agency struggling to achieve it in isolation. This includes other government agencies at all levels, nonprofit providers, and the private sector.

4. Fourth, we are looking to create a learning organization, not one vested in the status quo but one in which the response to making mistakes – which are inevitable in any large, complex system – is to learn from them to make the organization stronger and reduce the risk of future harm.
5. Finally, we are working to be part of the effort to heal one of the greatest ills in our society: inequities based on race, poverty, gender, sexual identity, among other characteristics. We want to be and be seen as a part of the solution to these longstanding rifts in our society.

I believe that we are already in a stronger place today than we were two years ago to meet the critical challenges that our work places upon us, but we must be relentless in continuing our forward momentum.

Budget Overview

As you have heard today, we have done a great deal to strengthen ACS, enhance our systems, and improve outcomes for children in New York City. ACS's proposed FY 2020 preliminary budget plan provides for operating expenses of \$2.67 billion, of which approximately \$896 million is city tax levy. The budget reflects the transfer of EarlyLearn NYC to the Department of Education beginning in FY2020 and is offset by the addition of City funds to continue to support Raise the Age implementation. In the Preliminary Plan, ACS also received funding in support of the Collective Bargaining Agreements for the majority of ACS's workforce. Like all agencies across the City, ACS has been asked to identify efficiencies in our budget. We are able to do so by

claiming additional funding under the Title IV-program, producing a one-time City Tax Levy savings of \$27.7 million in FY19. There will be no impact to services for children or families.

As with all City agencies, ACS has received a PEG target; ours is \$68 million over two years. ACS is working with OMB and the Mayor's office on proposals to address this target. Our intention is to identify savings without reducing essential services or the number of critical frontline staff necessary to keep children safe.

State and Federal Budget Concerns

As we work to advance the programs and practices that have positioned New York City as a national model for child welfare and juvenile justice reform, and lay the groundwork for the 21st Century systems we envision, we are deeply concerned that the newly proposed state budget cuts, along with historical state budget cuts, threaten to undermine this good work.

The Executive budget released in January would cut programs that help some of the City's most vulnerable young people – specifically, cutting \$13 million in State funds to an ACS program that helps families avoid declaring a troubled youth a Person In Need of Supervision, or PINS. Last year, 5,000 families received assistance through this program.

The State's proposed budget includes a plan to reform PINS in a manner that is very troubling to ACS, both in terms of youth safety and financial impact. The budget

proposes both to eliminate our ability to place a PINS youth in foster care (if he or she cannot remain at home) unless the court determines the youth is sexually exploited, and to eliminate state reimbursement for PINS diversion services. This would impact the safety of those youth who need to be in foster care and result in a \$13 million state cut to our diversion program.

This proposed cut comes in the context of even deeper cuts to child welfare and juvenile justice over the last several years. We are calling on the State to restore the \$62 million in support for NYC's foster children cut two years ago, and avoid a budget action this year that would once again decrease state support for child welfare protection and prevention services by 3%, a loss of about \$20 million for NYC's children and families. In addition, we need the State to fully restore Close to Home funding eliminated last year, and to enable New York City to be eligible for 100% state reimbursement for Raise the Age expenses, like all other counties throughout the state.

Title IV-E Waiver

Title IV-E of the Social Security Act is a federal entitlement that funds a portion of foster care and adoption services, kinship guardianship subsidies, and components of prevention and protective services. ACS currently has a IV-E waiver, which allows the City to use IV-E resources to support an innovative, flexible funding model for family foster care, and evidence-based and evidence-informed interventions designed to improve outcomes for children and families.

ACS's waiver program, Strong Families NYC, enabled us to lower foster care agency caseworker/supervisory caseloads, implement a universal trauma screening in family foster care, and scale up evidence-based models across our system. A preliminary evaluation shows the waiver has led to shorter foster care length of stays, lower foster care re-entry rates for babies, and improvements in placement stability.

Under current federal law, all Title IV-E waivers nationally expire in September 2019. ACS is working with other states and localities to advance federal legislation to extend the waivers. The elimination of the waiver authority would undercut our ability to maintain the investments that have produced positive outcomes.

I was in Washington, DC, last week to meet with members of Congress and their staff about federal funding for New York City's child welfare work, and I was in Albany the week before that to meet with legislators to discuss the impact that recent and proposed State budget cuts would have on children and families in New York City. I know you all share our concerns and our desire that the state and federal governments fulfill their obligations to our City's children and families, and we greatly appreciate the City Council's support and advocacy in these State and Federal efforts.

Conclusion

Thank you for the opportunity to discuss the ACS Fiscal Year 2020 Preliminary Budget with you this afternoon. We are excited about the innovative and groundbreaking work we are poised to do across all of our programs, fueled by the commitment and professionalism of our ACS staff and provider partners. Uncertainties

created by the State and Federal governments threaten to hamper these efforts, and ACS stands with the Mayor and the City Council in fighting against any potential detrimental impacts to our families. I thank the Council for your leadership and steadfast support, and I look forward to our continued partnership. I am happy to answer your questions.