

FY 2026 Borough Budget Consultations

Manhattan - Administration for Children's Services

Meeting Date: September 9, 2024 10:30 AM-11:30 AM

The purpose of holding the Borough Budget Consultations is to have a straightforward and frank conversation about each agency's budget needs and requests. Unlike other venues, such as City Council Hearings, these consultations are not open to the public nor are they recorded. The information provided assists Community Boards in drafting our own Statement of District Needs and Budget Priorities and it facilitates the opportunity to do so in a way that supports the Agency's goals. Community Board Members often lack expertise about funding sources and the processes within Agencies regarding funding of various programs and initiatives. However, they are very knowledgeable about what local services are needed in their neighborhoods and the effectiveness of Agency programs.

This year's Manhattan agendas have three sections:

I. General overview of current and outyear agency budgets

1. What is the overall budget increase or decrease for the Agency in the FY 25 adopted budget? How does that compare to the FY24 budget? Does the Agency anticipate a budget shortfall for FY 25, FY 26 or further out years?
2. What are your priorities, operational goals, and capital goals for FY25 and projected priorities, operational goals, and capital goals for FY26?
3. What, if any, programs are affected by the end of COVID relief funds?

II. Specific Program Funding.

1. What programs within the Agency will see a significant increase or decrease in funding overall in FY 25 and anticipated FY 26? To what extent, if any, is the increase or decrease in funding related to non-recurring federal funding allocations?

2. Which programs will be new? eliminated entirely?

3. What are your benchmarks for new and existing programs and what are your benchmarks/key performance indicators for measuring success?

III. District-specific budget questions.

We request that the Agency respond in writing, but have any further discussions on these items with the Community Boards outside of the consultation.

The Administration for Children's Services (ACS) protects and promotes the safety and well-being of New York City's children and families by providing child welfare and juvenile justice services, child care assistance, and other community supports so families and children can thrive. The agency's adopted budget for FY2025 is approximately \$2.78 billion overall, including \$897.2 million in City Tax Levy (CTL) funding. This represents a \$673 million decrease from FY24 primarily due to one-year funding that was added in FY24 to support Foster care and Child care provider rates along with additional vouchers issued to families with child care needs. Both the foster care and child care budgets are based on annually incorporating state, federal and city funds, and costs based on number of children served; ACS works with OMB annually to adjust the budget to reflect the need and will be doing so again in FY25.

In child welfare, ACS invests in community -based non-profit **prevention** programs that provide free and voluntary services. ACS also contracts with nonprofit organizations that provide **foster care** services for children unable to safely remain at home.

Each year, the agency's Division of **Child Protection** responds to over 50,000 reports of possible child abuse or maltreatment, and works to connect families to the resources and services that can enable children to remain safely at home.

In **juvenile justice** , ACS manages and contracts for the continuum of services including intensive community -based alternatives for youth and their families, detention and placement.

ACS also connects families and children to the **critical supports** they need to thrive. Our work includes the provision of **child care assistance** to help families afford care; development and execution of strategies to prevent child injury and promote child safety; and investment in community-based approaches to enhance well-being of children, caregivers, and communities.

ACS is committed to helping build a New York City that is more safe, just and equitable for children and families.

- Through **Child and Family Well-being**, ACS designs and executes strategies that draw on community and family strengths in order to support caregivers, children, and communities, so they can thrive. CFWB provides child care vouchers, funds a network of Family Enrichment Centers and Community Partnerships, and provides child safety education and resources to parents and child-serving professionals. \$518 million is allocated in FY2025.
- In **Prevention Services**, ACS contracts with nonprofit organizations to support and stabilize at-risk families with prevention services that address common family challenges including family communication, homemaking, mental health, substance abuse, domestic violence, economic mobility, housing instability and more. Prevention services are free, available citywide, and reach more than 14,000 families with more than 30,000 children per year. \$345 million is allocated in FY2025.
- In **Family Permanency**, ACS contracts with non-profit organizations to provide foster care services. There are approximately 6,500 NYC children in foster care (compared with more than 50,000 NYC children in foster care 28 years ago, and 15,000 just a decade ago). For children who enter foster care, we have increased the proportion who are placed with “kin”—relatives, family friends, or other close adults—to more than half. The total foster care budget including adoption subsidies and foster care support and services is \$966 million in FY2025
- **Juvenile Justice** administers services for youth and families including detention, residential placement, and intensive community-based programs. \$215 million is allocated in FY2025.

ACS has been thoughtful and strategic with regard to our FY25 budget. The ACS FY25 is not impacted by a loss of COVID funding. The budget includes a number of items that maximize federal and state revenue. In addition, ACS assessed our continuum of services and reduced prevention and Close to Home capacity in underutilized programs, while expanding prevention programs such as the Family Preservation Program to better meet the needs of families. In FY24, ACS worked with OMB to fully support the needed funds to maintain our foster care program, continue to

expand child care vouchers, and maintain and expand Promise NYC. In FY25, ACS is again working with OMB to fully fund these programs.

MEETING NOTES:

Adopted Budget for Fiscal Year 2025:

- The reduction in the adopted budget is attributed to the snapshot nature of the budget, which may not be fully accurate. Funding will be adjusted and appropriated as needed. No shortfalls expected.

AGENDA ITEM [1]: Promise NYC

In the detailed responses to the FY2024 Budget Consultation Questions, ACS noted an increase in funding for this essential program to provide child care services to eligible undocumented children and their families, all of which is funded through NYC tax levy sources.

The responses made clear that the funding in FY2024 (and FY2023) was a one-time allocation each year.

Please update the funding and reach of Promise NYC, including:

- The updated funding for FY2025 and projected FY2026.
- Whether any portion of that funding is baselined for future years.
- The number of children/families served in FY2024 at the funding level for that year.
- The number of slots/children that can be accommodated at the FY2025 funding level.
- An estimate of the number of eligible children/families who could not secure a slot/placement due to the limits on the scope of the program.
- What funding would be needed to expand this vital program beyond the FY2024 scope to reach more children/families?

AGENCY RESPONSE:

Promise NYC is funded with \$25 million in FY25, an increase from \$16 million in FY24 and \$10 million in FY23. At this time, the funding is not baselined, so ACS does not have funding in our budget for FY26. This program, which provides child care assistance to children who are ineligible for federally- and state-funded subsidies due to their immigration status, has been funded with city tax levy.

In FY 24, an average of 651 children were enrolled in child care each month with assistance provided by Promise. We anticipate that the FY25 budget will support approximately 1,000 slots citywide.

ACS does not have an estimate of eligible children who could not secure a slot or the associated costs, as we do not keep a waitlist of families for this program, but we are

aware that our CBO partners continue to receive significant interest from families and provide support connecting families to other resources including 3K, Pre-K, and Head Start.

We are very appreciative of the work done by the 4 CBOs and we look forward to working with the Council, City Hall and OMB to determine the future of the program.

MEETING NOTES:

Promise NYC:

- **Action Required:** The agency will provide an update on the time it takes for a family to join the Promise NYC program by September 13th.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [2]: Child Care Services, including Special Child Care Funding Vouchers

In the detailed responses to the FY2024 Budget Consultation Questions, ACS noted that it expanded child care assistance in FY2023-2024 from enrollment of 8,000 children to over 22,000 children, thanks in part to the Special Child Care Funding (SCCF) Vouchers.

Yet Community Boards hear of insufficient funding to non-profit service providers to accept children to fill their open slots, thus placing these non-profit providers in competition with one another for the enrollment (and associated funding).

Please provide an update on the scope of Child Care Services (other than Promise NYC reported in Item 1 above), including SCCF and any other relevant funding or programs, including the following information:

- The total budget allocation in FY2025 and projected FY2026 for Child Care Services, including without limitation SCCF and any other funding allocation.
- Whether any portion of those funding allocations are baselined for future years.
- The total number of slots available to eligible families based on those funding allocations.
- An estimate of the number of eligible families/children who applied for services but were not able to be accommodated due to program limitations or lack of funding.

AGENCY RESPONSE:

ACS's budget for child care assistance is \$442M in FY25 and FY26. In FY24, during the fiscal year, over \$530M in additional funding, including \$81M in city tax levy, was

added to the child care budget. We are in communication with OMB to add the appropriate amount of funding to support the child care voucher program annually. . Please note that ACS eliminated the SCCF program in FY24, as this was a city-funded child care voucher program for low-income working families. Given the federal and state funding available, ACS is currently able to provide child care vouchers to all families that apply and are found eligible, including working families. Over the last year, the number of children enrolled in care with the support of an ACS-issued child care voucher has increased by 37%. ACS has made a particularly robust effort to expand access to child care assistance for families with limited income that are engaged in job search, work, school, training or that are unhoused. Compared to October 2022, when ACS opened applications city-wide, the number of children enrolled in care with costs offset by a low-income voucher has climbed from 10,683 to 42,176 as of June 28, 2024.

At this time, child care assistance for low-income working families through ACS-issued child care vouchers remains open citywide for eligible families. There is no limit on slots (this is not a slot-funded program) and there are no families that have been rejected due to limitations on funding. We encourage families to take a short questionnaire to see if they might be eligible and to apply at www.mycity.nyc.gov

MEETING NOTES:

Child Care Services:

- The transition from the Supplemental Child Care Fund (SCCF) to the Child Care Growth Budget (CCGB) has been reported as seamless.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [3]: Eligibility - Quality Control

Most of the programs described in the detailed responses to the FY2024 Budget Consultation Questions include references to eligibility – that families or children must meet objective criteria in order to receive services under the various programs.

Please provide an overview of the quality control or other protocols in place in FY2024 and projected for FY2025 and FY2026 to ensure that eligible children/families are not turned away.

- What if any funding is allocated to eligibility quality control or other levels of service?
- Please provide an estimate of the number of families that are turned away as ineligible under these programs, and an estimate of the number of such determinations that are reversed upon appeal or further review.

- Through what division (or separate agency) is such quality control administered?
- What appeal procedures are in place for families deemed ineligible? What funding is in place, and what funding is needed, to ensure all families and children seeking a review of eligibility determinations have notice and a fair opportunity to be heard?

AGENCY RESPONSE:

Most of ACS's programs and services are provided to children, youth and families in need. Child protection services are provided to any family reported to the child abuse hotline, prevention services are available to any family in need of support services to help keep children safe, foster care services are provided to any child found to be in need by the Family Court, and juvenile justice services are provided whenever court ordered. Any family can walk into a Family Enrichment Center (FEC) and avail themselves of the offerings.

Eligibility criteria for child care assistance are established by federal and state laws and regulations. ACS has a dedicated quality assurance team within its Division of Child and Family Well-being that reviews eligibility practices. This team consists of 10 permanent staff lines as well as approximately \$283,000 per year to fund consultants that also perform quality assurance reviews.

Each month ACS processes the child care assistance applications of approximately 5,000 families. Based on the most recent data, about 40 to 50% of families that apply are found ineligible, sometimes due to missing documentation or information on the application required by State and Federal rules. Many of these families reapply. We have been working with city partners to continuously refine MyCity to reduce the rate of application errors through instructional materials and technological advances.

All families that are found ineligible for child care assistance have the right to a case conference with program staff to understand the reason for their ineligibility and receive support reapplying, if appropriate. All families found ineligible are also entitled to a fair hearing through the State Office of Temporary and Disability Assistance (OTDA).

Child care assistance has a variety of eligibility rules created by federal and state law.

MEETING NOTES:

Eligibility-Quality Control:

- **Clarification:**
 - **Full-Time Staff vs. Consultants:**
 - **Consultants:** Conduct research and review.

- **Full-Time Staff:** Handle analysis, quality assurance (QA), follow-up, and implementation.
- **Funding:** No additional funding is needed for these roles.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [4]: Updates on New Core Programs

In the detailed responses to the FY2024 Budget Consultation Questions, ACS highlighted several new core programs (other than Promise NYC noted above) that have been added to the fabric of the commitment of the Agency and our City to the needs of vulnerable children and families.

Please provide an update on each of the programs highlighted last year, with particular focus on:

- The funding allocation for each program in FY2025 and projector FY2026.
- Whether any portion of that funding is baselined.
- Whether that funding is at risk of expiring, being withdrawn, diminished or otherwise eliminated.
- The number of children/families served in each program at that level of funding.
- An estimate of demand for such services that cannot be met at current scope and funding levels.

The programs about which such updates are sought include:

- School-based prevention services / Division of Prevention Services - School-Based Early Support (formerly the ACS Beacon Prevention model)
- Provider Scholarship Program
- College Choice program for Foster Care children

AGENCY RESPONSE:

School-based early support: Our contracts for this program because July 1, 2024. ACS is contracting with for 16 programs to serve approximately 1,280 families each year. This program is funded with \$22M, which is baselined. As part of their contracts, provider agencies offering these programs will identify at least three partner elementary and/or middle schools in their districts and must maintain a presence in each school. Providers are also required to collaboratively co-design at least four school-based offerings per year based on the needs and priorities of the school community. This program is very new and at this time there is no unmet demand that is not being met. We will continue to assess demand and work with OMB as needed.

Provider scholarship program:

The ACS Workforce Institute Professional Development Program (PDP) announced the launch of the ACS Provider Agency Scholarship Program extending tuition support

and continuous professional development opportunities to provider agency employees committed to working in New York City's child welfare and juvenile justice systems.

With this program, MSW scholarships are awarded to provider agency staff. Eligible staff and their agency must meet certain criteria including a minimum of two years in good standing and a demonstrated commitment to child welfare and juvenile justice, and a promise to remain in employment in the field for at least two years after graduation. Awardees receive tuition assistance, as well as practicum and internship support. The PDP will hold information sessions for provider agency leadership and prospective applicant during July and August.

The total Provider Scholarship budget is \$500,000 in FY2025 and projected to be the same in FY2026/annually. In FY24, 33 provider staff received scholarships. In FY25, so far, 27 staff have received scholarships, and interviews are ongoing.

College Choice: In 2022, ACS launched, College Choice, which expanded our prior college initiatives to youth in foster care, regardless of what college they were choosing to attend (the prior program was limited to CUNY.) For full-time college students in foster care, ACS will cover up to \$15,000 towards tuition and mandatory fees that are not covered by a student's financial aid award. ACS will cover year-round housing costs – sometimes dorms and sometimes off-campus housing. ACS will offer a stipend of \$60 per day to cover food and other expenses. This stipend will also be offered for up to 6 months after graduation. And, in addition to the current Fair Futures program which provides dedicated coaches to youth in foster care, students in College Choice can receive academic advisement, career counseling and other support from the New York Foundling.

In the 2023-2024 school year, over 350 students were enrolled in College Choice (up from about 300 the prior year.) Youth are not turned away from this program. If we need additional funding, we will reach out to OMB.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [5]: Child Protective Services Specialists' Caseload

Please update the trend during Covid pandemic years of a decline in the average caseload of protective services specialists for actual FY2024 caseloads and projected FY2025 and FY2026 caseloads.

Please include:

- Any learning or research as to the factors (economic, funding, societal or otherwise) that have

a material effect on the level of caseloads of these specialists.

- Whether funding apart from maintaining current staffing levels is needed to continue to see declines in average caseloads and total numbers of complaints relating to the need for Child Protective Services.

AGENCY RESPONSE:

During the COVID pandemic the number of SCR intakes fell from about 65,000 in CY 2019 to 51,000 in CY 2020. Since then, it increased to 61,500 in CY 2023, well below pre-pandemic levels. Caseloads have followed a similar pattern. In February 2020, just before the pandemic shutdown, the citywide caseload was 8.7 and by August 2020 it reached a low of 4.6. Since then, it reached a high of 11.1 in March 2023 and it decreased to 7.9 in June 2024.

ACS hires Child Protective Specialists (CPS) based on need, and we currently have a strong staffing position thanks to our successful hiring and retention strategies, even in this challenging labor market. We recently onboarded two classes of new CPS in February and May 2024. We are working to onboard our next class of 130 new CPS in September 2024. We continue to assess future CPS hiring needs. We are actively recruiting for more CPS and running paid marketing campaigns to help get the word out.

ACS has the funding needed to maintain appropriate caseloads. Within the Division of Child Protection, the average caseload is 7.6 families per caseworker in Manhattan was 7.0 in June 2024. Please note that average caseloads vary, and cases are assigned by family (i.e., 1 case = 1 family). Caseloads for ACS CPS are well below the New York State recommended caseload of no more than 15 active cases, as well as the national Child Welfare League of America recommendation of no more than 12.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [6]: Full Panoply of Child Protective Service Programs

In the detailed responses to the FY2024 Budget Consultation Questions (Item 4), ACS provided helpful explanations of the nature of services provided, the target audiences, and the multi-layered approaches to meeting the needs of children and their families.

Rather than repeat the detail, please provide updates both funding and on functionality and approach, on the core programs and initiatives highlighted below.

Please include in the update:

- The funding allocations for FY2025 and projected FY2026 for each program or group of initiatives.
- Whether that funding is or can be baselined for future years.
- Whether the funding allocations are the rate-limiting factor on the scope of the ability to meet these critical needs.

Please provide updates for all relevant programs and initiatives, including without limitation:

- Group Attachment-Based Intervention
- Family Enrichment Centers
- Family Assessment Program, including
 - ◆ Family Stabilization
 - ◆ Mentoring and Advocacy Program
 - ◆ Functional Family Therapy
 - ◆ Basic Strategic Family Therapy
 - ◆ Multi-systemic Therapy Substance Abuse Adaptation
 - ◆ Juvenile Justice Respite Program (Rising Group)

AGENCY RESPONSE:

Family Enrichment Centers:

In 2021, ACS announced a plan to expand from 3 FECs to 30 FECs. New contracts for 9 began on July 1, 2022. The next 8 contracts began on July 1, 2023 and providers are in the process of renovating and opening their sites, while working closely with community. We anticipate that these new 8 FECs will have open sites in the next few months. On February 22, we released the recommended contract awards for the next 9 FECs and are very pleased that many of the new providers are all deeply embedded in their communities. To complete the 27-site expansion, we will endeavor to award one final contract. This is because in the last round of competition, one competition pool received no proposals. There are currently 12 FECs with open sites.

FECs are warm, inviting, family-centered spaces. The centers are an approach that leverages family and community strengths to increase family stability and well-being and to promote “protective factors,” like social connectivity, parental resilience, and access to concrete supports, that help families pursue their dreams and weather hard times.

Everything about the FECs, including the names, the physical layout, and the offerings they provide (which reach an average of 500 participants a month) – are co-developed with families and community members. Community providers with long histories in the

community operate the FECs. No personally identifying information is collected by ACS, including information as it relates to child welfare involvement.

Each FEC has an annual budget of \$550,000 and receive an additional \$100,000 in the first year to cover start-up expenses. FEC funding is baselined. FECs are open to the public and the funding allocation does not limit their ability to serve the community.

Prevention (including GABI):

ACS has a nationally recognized continuum of prevention services. We contract for 107 programs across the City We have seen foster care continue to decline. Our continuum ensures that every model is available to families regardless of where they live. Family voice and choice is a critical component to our work with families

Current Child Welfare Prevention Models (Total= 12,1999 slots; \$240 million baselined)

Model	Description
Family Support	<p>These programs provide services tailored to the needs of families and children through case management, resource navigation, service referrals, parenting skills, and support with concrete needs, as well as regular in-home assessments of child safety and well-being. (Previously referred to as General Prevention.) These programs serve specific catchment areas within a borough.</p> <p>Each Family Support provider had to choose one of three research-informed case practice frameworks to implement: Solution Based Casework, Mobility Mentoring, or Family Connections. (Each is described below.)</p> <p>4,800 slots. Budget= \$77M Baselined</p>
<i>Solution Based Casework</i>	<p><i>Solution-Based Casework (SBC) is a casework practice model for families in child welfare. The model is based on three theoretical underpinnings: solution-focused family therapy, family life cycle theory, and relapse prevention. SBC may serve families with children birth to 18, and if exiting foster care, up to age 21. The goal is to work in partnership with the family to help identify strengths, focus on everyday life events, and help family members build the skills necessary to manage situations that are difficult for them.</i></p>
<i>Mobility Mentoring</i>	<p><i>Mobility Mentoring is a research-informed approach to helping families improve their well-being, meet their children’s needs, and get out of poverty. This model is particularly relevant to child welfare, given that poverty is a major factor for many families receiving child welfare services and socioeconomic status affects family stability, parenting practices, and developmental outcomes for children. Through strength-based coaching and tools informed by research, Mobility Mentoring supports low-income individuals to plan, strategize, reach, and sustain economic self-sufficiency.</i></p>
<i>Family Connections</i>	<p><i>Family Connections is a multi-faceted community-based service program that works with families in their neighborhoods to help them meet the basic needs of their children, reduce the risk of child maltreatment, and strengthen overall functioning of the family and children. The program serves families with children</i></p>

	<i>birth to age 18, and if exiting foster care, up to age 21. Evaluation results show that Family Connections contributes to improvement in protective factors such as parenting skills and attitudes, and reduction of risk factors such as parental depressive symptoms, parenting stress, and children's behavioral problems. The program also demonstrated reduced incidents of child abuse and neglect and increased child safety and well-being.</i>
BSFT	The BSFT model is a brief family intervention for children and youth with serious behavior problems and/or substance misuse. The BSFT intervention works well for families with poor behavior management and problematic relationships. The intervention identifies patterns of family interaction and improves them to restore effective parental leadership and involvement with the youth. Borough wide; 288 slots; \$7 million baselined
CPP	CPP is an intervention model for children aged birth-5 years old who have experienced at least one traumatic event and/or are experiencing mental health, attachment, and/or behavioral problems. CPP examines how the child's and/or caregivers' trauma histories affect the parent-child relationship and the child's development. CPP supports and strengthens the caregiver-child relationship to restore the child's sense of safety and attachment and improve the child's functioning. Borough wide; 488 slots; \$10 million baselined
FT/R	FT/R is appropriate for families where the primary issue is a caregiver or child's substance use or mental health challenge. The intervention is organized in treatment phases with the support of a Clinical Diagnostic Team. Borough wide; 1,984 slots; \$48 million baselined
FFT Adaptation	FFT is a family therapy intervention for the treatment of violent, criminal, behavioral, school, and conduct problems with youth and their families. Both intra-familial and extra-familial factors are addressed. An FFT belief is that the motivation of a family is also the responsibility of the therapist, not just the family. This model is an adaptation of FFT. Borough wide; 1296 slots; \$ 25 million baselined
FFT	FFT is a family therapy intervention for the treatment of violent, criminal, behavioral, school, and conduct problems with youth and their families. Both intra-familial and extra-familial factors are addressed. An FFT belief is that the motivation of a family is also the responsibility of the therapist, not just the family. Borough wide; 288 slots; \$7 million baselined
MST Prevention	Multisystemic Therapy for Prevention (MST-PREV) is an adaptation of Multisystemic Therapy (MST) and was developed for families in child welfare. The model has the same clinical foundations of MST and MST-SA, focusing on improving parenting and family interactions. MST-PREV includes additional clinical features, such as enhanced use of motivational interviewing and skills-building with caregivers to increase impulse control and decrease dysregulation; high sense of urgency regarding child safety through weekly and long-term goal-setting and enhanced safety assessment protocols; focus on child welfare outcomes; and supplemental training for staff. Borough wide; 240 slots; \$8 million baselined
TST	TST is a trauma-informed clinical and organizational model designed to help agencies understand and address the needs of families with youth who have been exposed to traumatic events and are experiencing emotional and behavioral problems as a result. TST focuses on the interaction between the child's difficulties regulating his/her emotions and the deficits within the child's social environment (home, school, and neighborhood). Borough wide; 288 slots; \$7 million baselined

MST-CAN	MST-CAN is an adaptation of Multisystemic Therapy (MST) and was developed to treat families with children aged 6 to 18 that have come to the attention of ACS due to high risk and safety issues. MST-CAN is reserved only for very high-risk cases. MST-CAN therapists complete a functional assessment of the family and safety plans. Therapists provide treatment in the home, including parent training; safety planning; substance use treatment; Post-Traumatic Stress Disorder (PTSD) treatment for children, youth and adults; anger management; marital therapy; and family therapy. <i>MST-CAN is a citywide program; 48 slots; \$3 million baselined</i>
Special Medical	Special Medical Prevention Services are intended to serve the following populations of families whose children are at imminent risk for foster care placement: families in which a parent or child has special medical needs; and families in which a parent is suffering from a progressively chronic or terminal illness and in need of early permanency planning for their child(ren). The program provides case management, counseling, and referrals to community-based services. <i>Special Medical is a citywide program; 384 slots; \$9 million baselined.</i>
School Based Early Support	Beginning 7/1/24, ACS entered contracts for new School-Based Early Support programs which build on the legacy of the ACS Beacons and support our efforts to link families to support and resources without the need for a child welfare investigation. 16 programs will serve approximately 1,280 families each year. As part of their contracts, provider agencies offering these programs will identify at least three partner elementary and/or middle schools in their districts and must maintain a presence in each school. Providers are also required collaboratively co-design at least four school-based offerings per year based on the needs and priorities of the school community. <i>1,280 slots; \$22 million baselined</i>
A Safe Way Forward	<p>A Safe Way Forward (SWF) is an innovative program (195 slots citywide; 65 in Bronx, 65 in Staten Island and 65 slots in Brooklyn) for families impacted by intimate partner violence, specifically families under court-ordered supervision. SWF works with the entire family system, offering separate and simultaneous trauma-informed case planning and research-informed therapeutic services to the survivor, child(ren), and person causing harm.</p> <p>We began a staged rollout in April 2019 with two providers: Children’s Aid serving the Bronx and Safe Horizon serving Staten Island. MercyFirst launched program services in Brooklyn in early Spring of 2023. Each family referred is provided access to case planning and clinical services.</p> <p>Families are eligible for the program if they live in the designated boroughs, have court involvement (either family or criminal court), intimate partner violence is a primary concern for the family, and both the Survivor and Person Causing Harm are willing and able to engage in services. <i>195 slots; \$10 million baselined</i></p>

GABI	As an enhancement to our prevention services offerings, ACS’s Group Attachment Based Intervention (GABI) supports caregivers of young children under age 4. GABI is a research-informed therapeutic intervention that serves families who have experienced significant trauma, housing instability, mental illness, domestic violence, and other challenges that make parenting a very young child difficult. The program provides clinician-facilitated play therapy, allowing parents to strengthen attachment with their children, which research demonstrates reduces the risks of child maltreatment. The program also provides parents one-on-one clinical sessions and peer support through parent groups. Additionally, GABI provides families with concrete goods such as diapers and baby wipes. It is available in all boroughs. 650 slots; \$4 million baselined
Center Based Respite	Center-Based Respite Program (CBRP) is a core component of ACS’s prevention continuum that aligns with ACS’s vision for a continuum of care that meets families where they are, supports our values of racial equity and social justice, and is delivered in a manner that helps families achieve their full potential and thrive. Respite services are designed to temporarily relieve parents and caregivers when there is an emergency or an unexpected demand on the family that impedes the ability to care for children or there is a need for additional support to maintain or restore family functioning. These services intend to mitigate the risk of placement into foster care. The contracted program can serve up to 10 children, ages birth to 14 years, accommodating sibling sets in age-appropriate settings. Children can remain in respite care for up to 21 consecutive days, or longer when parents remain in in-patient substance use treatment. 10 slots; \$1 million baselined

FAP and JJI:

Since 2002, FAP has served status offenders or PINS (Person in Need of Supervision) youth up to age 18 who are charged with offenses unique to their status as juveniles, including truancy, un-governability and running away from home. As the number of caretakers seeking PINS has declined, FAP has made our offices and services available to any family struggling with difficult teenage behaviors. FAP has a citywide capacity of 578 and is funded at \$14.7M million baselined.

FAP Offers a Continuum of Services:

Family Stabilization An intensive crisis intervention that engages and assess the family for 3 months to deescalate conflicts and create a collaborative service plan. Ages 9-17

Functional Family Therapy (FFT): FFT is a family therapy intervention for the treatment of violent, criminal, behavioral, school, and conduct problems with youth and their families. Both intra-familial and extra-familial factors are addressed. An FFT belief is that the motivation of a family is also the responsibility of the therapist, not just the family. Ages 10-17.

Brief Strategic Family Therapy (BSFT): The BSFT model is a brief family intervention for children and youth with serious behavior problems and/or drug use. The BSFT intervention works well for families with poor behavior management and problematic relationships. The intervention identifies patterns of family interaction and improves them to restore effective parental leadership and involvement with the youth. Ages 6-17.

Multi-Systemic Therapy- Substance Abuse: MST is a very intensive evidence based therapeutic intervention that provides therapy to the entire family in the home over a period of four months. Therapists visit the home multiple times per week and are available by phone 24 hours a day MST-Substance Abuse is an adaptation that serves substance abusing youth ages by including additional components such as: frequent drug testing with consequences linked to results; functional analysis of substance use; and development of self management plans. Ages 12-17

Respite: Youth enrolled in FAP, Alternative to Detention programs, Alternative to Placement programs and Close to Home Aftercare are eligible for this 21-day program. Respite relieves parents of the care of their child when families need immediate relief in order to maintain or restore family functioning. The over-arching goal of respite care is to avert foster care placement when a parent/guardian/caretaker is temporarily unable to care for a child; and to avoid detention or placement back in a Close to Home facility. While in the respite home, the program provides coaching and therapeutic services to the child and family. Ages 7-17.

- *If asked:* ACS contracts to provide 6 homes with 1 per borough and 2 in the Bronx, and we served 16 youth in CY 2022.

Mentoring and Advocacy (MAAP) (and Fair Futures)

MAAP provides individualized, strength and advocacy based wraparound support services for up to 6 months. The MAAP providers are located in Queens, Brooklyn, Manhattan, and the Bronx. This program is for youth involved in, or at-risk of involvement in, the juvenile or criminal justice system. At-risk youth would include, youth who exhibit risk factors that would increase the likelihood that the youth will engage in delinquent behaviors such as not attending school on a regular basis or history of suspensions, drug/alcohol use or abuse, association with negative peers, and pattern of family conflict or violence. Each youth is matched with a mentor for up to six months whose focus is to provide guidance in developing better self-esteem, creating healthy relationships, and making positive life choices.

MAAP youth can choose to be connected to a Fair Futures coach so they can continue to work on their long term educational and career goals well beyond the mentoring period of 6 months. Youth who are connected to a coach can stay connected up to the age of 21. Ages 12-17

- *If asked:* ACS funds this program for 80 slots; 20 each in Bronx, Queens, Brooklyn, and Manhattan. The program served 170 youth in CY2022.
- *If Asked:* Fair Futures in MAAP began in April 2023. It has the capacity to service 110-165 youth at time.

JJI is an alternative-to-placement program aimed at diverting young people who have been found by the Family Court as Juvenile Delinquents from being placed in a Close to Home residence. Instead of placement in a group home, youth in JJI are able to stay at home and receive intensive Evidence Based Programs and services in the community, while being supervised by the NYC Department of Probation. Depending

on the family's needs, assigned therapists may see the family several times a week and are available on call 24 hours a day. The therapy engages the entire family and targets a range of issues, including mental health, substance abuse, peer difficulties, school-related challenges, and family troubles.

- JJI serves approximately 200 youth annually.
- Despite serving a population with increasingly high-needs, JJI program completion rates have held steady at 65%.

- Families agree to engage in mandatory JJI services as a condition of probation
- We begin working with families within 48 hours of disposition
- Often the therapist from the partner agency attends court disposition and the intake paperwork for services is completed at court immediately post-disposition
- Youth are assigned probation officers with the NYC Dept. of Probation who are specifically dedicated to JJI and who are familiar with our model
- JJI offers MST (adaptations) and FFT
- The therapist and probation officer conference weekly to discuss the case
- Therapist provides monthly progress reports to DOP (and the Court, if ordered)
- Therapy duration is typically 6 months, though may extend up to one year if clinically warranted
- The therapist notifies probation officer of any unusual incidences such as AWOL or re-arrest within 24 hours
- Therapists participate in case reviews and administrative hearings with DOP as needed

JJI has a capacity of 168 and is funded at \$10.7 million baselined.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [7]: Foster Care

In the responses to the FY2025 Budget Consultation Questions, ACS noted the continuation of recent trends that saw declining numbers of children and youth placed in foster care, and outlined the programmatic and societal reasons for that observed decline.

Please provide an update on the numbers of children and youth in foster care in FY2024 and projected for FY2025 and FY2026.

Please also provide updates on:

- The Funding allocated to Foster Care in FY2025 and projected FY2026.
- The Funding allocated to the various programs identified in responses to FY2025 Budget Consultation Questions designed to avoid or minimize the need for Foster Care, including the

programs and services involved, the allocations to each, and the plans for continuation of such services.

- The measures or benchmarks for program success.

Please also provide an update on the Fair Futures Program, which provides services specifically orienter to the needs of children and youth in foster care, including:

- The funding allocated in FY2025 and projected FY2026 for these programs.
- The number of children/youth served by these programs.
- An estimate of the number of otherwise eligible children/youth not served by the program, and an estimate of the limitations on the program (funding/budgetary; program scope; availability of employees or other resources) reaching the full scope of children/youth who could be served.

AGENCY RESPONSE:

The foster care census has continued to decline. The average number of children in foster care declined from 6,728 in FY23 to 6,436 in FY24. While we anticipate the census to continue to decline, ACS and our providers will be able to serve any child that needs a foster care placement. The ACS foster care budget for FY25 is \$966M million. If there is an increased need for foster care, ACS would discuss this with OMB, as it is a mandated service.

With regard to services to prevent the need for foster care, please see ACS's response to question #6, where we provided information (program overview, slots and funding) for our child welfare prevention programs. In FY24, ACS served over 14,000 families with over 30,000 children in prevention services. ACS does not have a waiting list and has vacancies in all of our prevention program types; there was no family/child unable to be served due to a funding restraint. ACS's providers have had instances where they needed to recruit new staff to manage caseloads; however, ACS is confident that the new 3% COLA will help our providers with recruitment and retention.

The total Fair Future funding initiative that impacts youth in Juvenile Justice and Foster is \$30.7M which servers approximately 4,000 youth.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [8]: Foster Care Plan 2024-2028

Please provide an update on the Foster Care Plan 2024-2028 programs and initiatives, building on ACS's responses to the FY2025 Budget Consultation Questions, including:

- Any new component or program added to the Plan in FY2024 or projected FY2025
- Enhanced Family Foster Care Plan
- Parents Empowering Parents Program
- Family Time Program
- The Trauma-Responsive and Informed Parenting Program
- Programs to reunite children and youth with family members
- the Fostering Connection for long-term psychotherapy after aging out of Foster Care

Please include for each of the component programs and initiatives, please provide:

- The level of funding in FY2025 and Projected FY2026 (and whether such levels represent an increase, decrease or maintenance of funding (relative to inflation)).
- The numbers of children/youth and families served by each such program or initiative, and whether the numbers served increased, remained constant, or decreased.
- The nature or source of benchmarks or criteria for evaluating success or effectiveness.
- Whether additional funding is necessary or useful to enhance either or both of the numbers served or the effectiveness of the program(s).

AGENCY RESPONSE:

The foster care census has continued to decline. The average number of children in foster care declined from 6,728 in FY23 to 6,436 in FY24. While we anticipate the census to continue to decline, ACS and our providers will be able to serve any child that needs a foster care placement. The ACS foster care budget for FY25 is \$966M million. If there is an increased need for foster care, ACS would discuss this with OMB, as it is a mandated service.

ACS developed a revised 5-year plan which started on July 1, 2023. The FY 2024-2028 identifies four Core Collective Priorities designed to serve, and guide New York City foster care practice moving forward. The Core Collective Priorities were informed by the lessons learned from the previous five-year plan and information gathered from a large-scale case review of 5,000 cases during the COVID-19 pandemic. The collective priorities are as follows:

1. *Meet the present need with sufficient capacity*

- Work with foster care agencies to revamp, recruit and train foster parents and ensure they foster parents have the supported needed to increase high quality certified homes
- Focus on identifying and supporting kinship parents
- Leveraging resources and funding to invest in staff of foster care programs

2. *Focus on family*

- Consistently involve youth in permanency planning and service plan development.
Effectively engage parents in the case planning process through the use of parent advocates.
- Expand access to mental health and supportive services for children and families.
- Proactively plan and assess for the safe reunification of children.
- Intentionally place children with kin, which can increase the use of KinGAP (kinship guardianship) as a permanency option if reunification is not possible.
- Develop and streamline business processes on adoption and KinGAP.

3. *Create safety and stability*

- Provide safe, stable placements for children and youth in foster care.
- Implement robust foster parent support, recruitment, and certification strategies.
- Offer training for foster parents and staff.
- Support children and youth with higher needs in both family-based and residential programs.

4. *Ensure child and youth success and improved well-being*

- Enhance partnerships with the New York City Department of Education (DOE) and Department of Youth and Community Development to expand academic enrichment and supports for children and youth in foster care.
- Leverage Fair Futures to provide dedicated coaches; tutors; and education, employment, and housing specialists for youth in foster care or to those who exited between the ages of 11 to 26.
- Use available supportive housing slots and provide accessible information on housing resources for youth and families.
- Scale college bound and college support programs for youth in foster care and continue to develop initiatives to enhance youth readiness for the world of work.

Progress report Update

- Reducing the numbers of children in foster care.
The average number of New York City children in foster care in FY 2024 reached a low of 6511 dropping from 7140 in FY 2022.
- Increasing the rate of kinship placement (children placed with family and friends)
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 45% in FY 2024. This practice is aligned with research which indicates children in foster care fare best with kin (relatives, close family friends, or other people who are already in a child's life).

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

In FY 2023 ACS continued to implement the Fair Futures initiative through a partnership with the Center for Fair Futures. In FY23, funding for the program was increased to \$30.7 million and services were expanded to older youth up to the age of 26-years-old as well as youth in juvenile justice programs. 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.

In FY 2024 ACS continued to implement the Fair Futures initiative through a partnership with the Center for Fair Futures. In FY23, funding for the program was increased to \$30.7 million and services were expanded to older youth up to the age of 26-years-old as well as youth in juvenile justice programs. 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. The model has been scaled across NYC's foster care and juvenile justice systems; over 500 Fair Futures staff across 35 FF programs have been onboarded, trained, and supported, who in turn serve ~4,000 young people ages 11-26.

Launch of Six Youth-Informed Innovation Pilots. In close collaboration with ACS, providers, and partners, the Fair Futures Program launched six programs/initiatives that young people say they need for their success and well-being:

- **Opportunity Year** is a structured, year-long program to help high school graduates gain the skills, self-esteem, and network of support needed to be successful in a post-secondary setting or the workforce.
- **Soul Care** is a systemwide initiative to expand youth choice around formal therapy and access to alternative forms of mental health and wellness supports. After receiving OCFS approval, several pilot agencies are collecting feedback from hundreds of youth and agency staff via a survey.
- **Youth Healthcare Link** is a collaboration between the Center, ACS, and Northwell Health that allows for a streamlined navigation process that helps transition-age young adults access quality healthcare through a single point of entry. The pilot is serving young adults ages 20-26 across six agencies.
- **Emerging Leaders.** 20 young professionals who have experienced the foster care system were selected to participate in the next cohort of Emerging Leaders, a Fellowship Program run by the Center that aims to help them thrive in the workplace, develop important professional skills that can lead to greater earning potential.

- **Innovators.** Innovators is a program designed to help young adults launch their new or existing business / organization. With the first cohort kicking off in January, 5 participants receive monthly stipends, a cash grant, and professional guidance from a seasoned business consultant to help achieve success. During this 6-month program participants will receive support creating a business plan, marketing, strategies for how to build a team, managing the costs of products and services, and developing processes to help their businesses run efficiently.

In partnership with our *foster care providers*, we worked hard to achieve permanency for youth in foster care. With the unwavering dedication of *foster care agency and ACS staff*, the progress made in improving outcomes for children and families was possible. 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.

Throughout FY24, ACS continued to implement a range of foster care strategies such as *continuing to support the roll out of Enhanced Family Foster Care (EFFC), a new foster care model which includes parent advocates and, increased therapeutic supports. Simultaneously, the residential care programs continued to administer services, supports and programs that utilize more trauma-informed and evidenced-based models.* These programmatic enhancements align with our values and goals to strengthen our foster care capacity, while providing responsive services which increase the likelihood of achieving permanency, improving well-being and increasing the chances of success for children, youth, parents, and families.

ACS continues to work with the foster care agencies to implement Parents Empowering Parents (PEP). PEP is a citywide effort to intensively support parents with children in foster care by hiring parent advocates with lived experience of the child welfare system to help parents navigate the foster care system and support reunification. Parent Advocates are employed by the foster care agencies and bring their insights to the foster care agency decision-making process so that children are more likely to return home quickly and safely. The goals of PEP are to increase support for families, increase safety, and promote timely reunification. Over 70 parent advocates have been hired citywide, working with 589 families, including 975 children.

When a child is placed in foster care, ACS strives to ensure that children are safe and receiving the highest quality of care, and that foster parents (both kinship and non-kinship) are receiving the supports they need. ACS's strategic foster home recruitment efforts focus on increasing kinship placements through specific kin-finding efforts and strengthening foster home recruitment and certification efforts. ACS provides foster care agencies with extensive training and technical assistance on how best to recruit, certify and support kinship and foster parents.

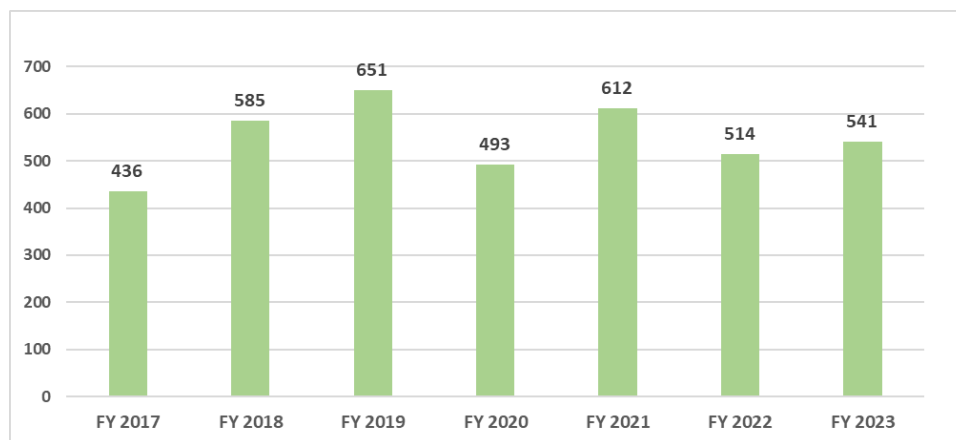
Foster Home Safety: ACS is pleased to report the rate of maltreatment in care per 100,000 care days improved from 5.0 in FY 2022 to 3.2 in FY 2024 and 99% of foster homes had no incidents of indicated child neglect or abuse.

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.

Finding and Supporting Kinship Foster Homes: In FY 2024 over 50% of initial placements were made with kin by ACS' Division of Child Protection (DCP) and proportion of children placed systemwide with kin increase to 44%.

Foster Parent Recruitment: In FY 2023, 541 foster homes were recruited, an increase from FY22. Numbers from FY24 are not yet available.

Number of Foster homes Recruited



Since the COVID-19 pandemic onset, which greatly impacted and hampered foster home recruitment efforts across the foster care system in New York City, ACS and the foster care providers continue to work diligently to recruit and certify new foster parents. Current recruitment efforts focus on identifying caring individuals willing to open their hearts and homes to children with medical needs, sibling groups and teenagers, which includes seeking foster parents who have a specialized skill set, like human service professionals, nurses, and doctors.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [9]: Services for Those Aging Out of Foster Care

In the responses to the FY2025 Budget Consultation Questions, ACS provided details of a variety of services available to young people approaching or recently passing the age at which they age out of Foster Care.

Please provide an update on these services as practiced in FY2024 and projected for FY2025 and FY2026, including the following:

- The level of funding in FY2025 and Projected FY2026 (and whether such levels represent an increase, decrease or maintenance of funding (relative to inflation).
- The numbers of young people served by each such program or initiative, and whether the numbers served increased, remained constant, or decreased.
- The nature or source of benchmarks or criteria for evaluating success or effectiveness.
- Whether additional funding is necessary or useful to enhance either or both of the numbers served or the effectiveness of the program(s).

AGENCY RESPONSE:

The number of youth in care between the ages of 18-20 that are discharged to themselves or reach the age of 21 in foster care has continued to decline. There were 429 such youth in CY 2023, down from 500 in CY 2022. At this time, ACS believes that are funding is sufficient, but we are continuing to monitor and discuss with OMB.

ACS has been strengthening the foster care system and implementing changes to make sure more and more doors of opportunity are open for youth in foster care, including through the implementation of “Fair Futures.” “Fair Futures” is a groundbreaking, first of its kind public-private partnership, that provides dedicated coaches, tutors and education, employment and housing specialists for youth with foster care involvement ages 11 to 26. Through Fair Futures, we support young people in the achievement of key milestones that put them on a path to success after they leave foster care to permanency or independent living. When it first launched in 2019, it provided thousands of youth ages 11 to 21 in foster care with coaches. The Adams administration recently provided additional resources to ACS so that we can expand the program to youth ages 21 to 26 and to youth in our juvenile justice programs. New York City is the first jurisdiction in the nation to implement an initiative for youth in foster care of this breadth and scale. Fair Futures is also exploring programming focused on providing youth with culturally appropriate therapeutic options that offer trauma-informed tele-therapy as well as options through art, yoga, and meditation.

- The expansion of Fair Futures from ending at age 21, to go up to age 26, enables youth leaving care to maintain the critical support of their coach through the challenging transitions that come with leaving care and becoming adults.

- **Middle School.** For the first time in history, students in foster care are now entering high schools with average graduation rates of 89%, above the City average. And – for the first time this year – students have achieved parity with their peers in terms of attending top-quartile schools with grad rates above 96%.
- **Coaching:** Of the 2,000 young people coached for 90+ days in FY23:
 - 93% achieved an average of 4 academic, career, and/or housing outcomes.
 - Outcomes include reconnecting to high school, grade promotion, graduation; enrolling and persisting college or vocational training; engaging in a career development experience; obtaining and maintaining housing and building life skills.
 - 83% were engaged in an academic/career setting, up from ~60% before FF and 75% in FY21.
 - 107 high school-age youth who dropped out re-engaged and re-enrolled in a best-fit academic setting with support from their Coach.
- **Middle and high school students:**
 - Of the 369 middle and high students tutored by FF's tutoring provider, New York Foundling - 98% were promoted and 100% of students in 8th and 12th grade graduated.

ACS works diligently to ensure youth aging out of foster care leave with safe and stable housing. Youth in foster care apply to the New York City Housing Authority (NYCHA) with priority status. In addition to NYCHA, youth in foster care are eligible to receive a variety of Federal or City funded vouchers or supporting housing services. ACS continues to support young adults with navigating the difficult housing process with services offered through ACS' Housing Academy Collaborative, the Fair Future coaches, Foster Care providers Housing teams and the newly contracted ANTHOS|Home housing navigation and support team.

In June 2023, ACS and Anthos|Home launched their efforts to support youth aging out of foster care by offering housing navigation and stability services to youth with a housing voucher. Anthos|HOME aims to support ACS youth and families by connecting the Head of Household to available units with quality landlords quickly and efficiently, while receiving aftercare to remain housed for the long term.

Since establishing this relationship with ANTHOS|Home, over 150 youth have been referred for housing services and 74 youth have been permanently housed.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [10]: Juvenile Justice and Diversion Programs

Please provide details of the programs administered through ACS and partner service providers that address Juvenile Justice practices and initiatives, including traditional justice programs as well as alternative or diversion programs.

Please provide for each such program or initiative:

- the level of funding in FY2025 and Projected FY2026 (and whether such levels represent an increase, decrease or maintenance of funding (relative to inflation)).
- The numbers of young people served by each such program or initiative, and whether the numbers served increased, remained constant, or decreased.
- The nature or source of benchmarks or criteria for evaluating success or effectiveness.
- Whether additional funding is necessary or useful to enhance either or both of the numbers served or the effectiveness of the program(s).

Please include in your responses details and date relating to:

- Any new program or initiative created or implemented in FY2024 or FY2025, or projected for FY 2026
- the Close to Home program
- Secure and Non-Secure Detention programs
- Juvenile Justice Respite Programs
- Juvenile Justice Initiative and other diversion or alternative programs

AGENCY RESPONSE:

In juvenile justice, ACS manages and contracts for the continuum of services including intensive community-based alternatives for youth and their families, detention and placement. ACS has \$215 million in our budget for juvenile justice services. At this time, we do not anticipate the need for additional funds, but are continuing to monitor and discuss with OMB.

The budget for secure detention is \$76.9 million; the budget for nonsecure detention is \$19 million; the budget for alternative to detention programs is \$4.4 million; the budget for the Juvenile Justice Initiative is \$10.7 million; and the budget for Close to Home is \$60.3 million.

ACS operates 2 secure detention sites (Horizon and Crossroads) and contracts with 7 providers for Non-secure detention. The budget for detention is about \$76.9M.

The chart below shows the average number of youth served on any given day in FY2023:

average daily number of youth served: FY 2024

secure detention	237.3
NSD	41.7
CTH	77.5
FAP	330
JJI	37.8

ACS has seen the numbers of youth in our juvenile justice programs increase. ACS is always assessing need and capacity and if there is an instance where need additional capacity for youth and their families, we will reach out to OMB. For example, ACS is taking steps to create additional capacity in secure detention by building an annex at Horizon and increasing our anticipated Close to Home contract (from 147 to 174 beds).

All youth in detention have an individualized treatment plan, based on their own needs. DYFJ partners with H + H Bellevue/NYU Medical Center to provide trauma-informed mental and behavioral health services to youth in our detention system. All youth receive an initial screening upon entering detention and the voluntary services offered to all youth in detention include psychiatric and psychological services (e.g., diagnostic, assessment, evaluation, and testing), and individual and group treatment modalities. We have psychiatrists, psychologists and licensed clinical social workers on site at both Horizon and Crossroads.

Therapeutic services are customized by the clinical staff to address the individual needs of all youth, and are determined by individual diagnosis, clinical acuteness, and other psychosocial factors. The frequency and duration of clinical appointments are determined based on the level of acuity and emergent needs.

Counseling, behavioral health services or medication are provided consistent with clinical standards of care. The level of services may be increased based on clinical acuteness. By partnering with H + H Bellevue, DYFJ is able to ensure that youth returning to the community are provided with referrals and even appointments, where possible, for continuing mental health services. The mental health team collaborates similarly with other facilities to ensure continuity of mental health care with minimal disruption.

Each Close to Home program is required to implement an evidence-based therapeutic program model that serves as the primary mechanism of behavioral support. These include the Integrated Treatment Model, Sanctuary and Positive Behavioral

Intervention System. Through the chosen framework, youth address their interpersonal relationships, communication skills and emotional regulation. All Close to Home providers employ social workers and youth have access to therapeutic treatment in the facility and in the community. The after care model helps transition youth to therapy in the community.

ACS assumed responsibility for the Family Court ATD programs in July 2023 (these had previously been administered by MOCJ).

ATD programs have the capacity to serve up to 310 youth annually; there are currently about 70 youth enrolled.

- 80 youth in the Bronx; Brooklyn and Queens
- 40 youth in Manhattan
- 30 youth in Staten Island

MEETING NOTES:

Juvenile Justice and Diversion Programs:

- **CB Question:** Clarification requested on the relationship between capacity and demand in funding.
- **Agency Response:**
 - There has been an increase in placements, detentions, and alternative programs, enhancing capacity in close-to-home programs. While current funding is adequate, this remains an evolving issue.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [11]: Capital Plans

Please provide an update on the Capital Plans underway or in process for ACS services, including without limitation the following:

- the FY2023-32 Capital Plan (with revised funding targets for FY2025 and projected FY2026)
- any newly conceived or in-process Capital Plan or need for further Capital expenditures

Please include in these updates progress reports on the following elements of the Capital Plan:

- Division of Youth and Family Justice projects (including a synopsis of the nature and goals of the capital expenditures and an update on their progress)
- Office of Information Technology projects (including a description of the goals and means of reaching the goals for each component)
- the ACS Children's Center
- the new Consolidated Bronx Service Office

AGENCY RESPONSE:

ACS's ten-year capital plan is \$568.1 million from FY 2024 through FY 2033 and of which \$121.4 million falls into FY 2025 and \$108.0 million falls into FY 2026.

DYFJ Projects:

The Division of Youth and Family Justice provides a comprehensive juvenile justice continuum of services for youth and families in New York City. There are various departments/ programs within this division that aim to provide for and keep children safe. The Division of Youth and Family Justice (DYFJ) includes projects which are crucial for the functioning of the Adolescent facilities at Horizon/ Crossroads, including facility renovations; the creation of an Annex at Horizon; secure passenger vans and other renovations. The ten-year capital plan for DYFJ is \$344 million. The FY 25 and FY 26 funding targets is \$63 million and \$83 million respectively.

OIT Projects

The Office of Information Technology provides high quality, reliable, sustainable technology services, and support to meet the needs of the families and children through ACS and its vendor partners and other city agencies. OIT works with internal ACS divisions to provide Infrastructure, Cyber Security, Technology and Business Solutions needs. OIT handles several projects, Data Protection, Oracle Encryption, Financial Management System, MS Dynamics, Electronic Health records Management System, Voice Over IP, Human Resources management System (HRMS), Network Infrastructure, to name a few. A few projects currently in pipeline include: VOIP Phase IV, Budget Management System, ACS agency wide Wi-Fi phase 2 and Time Clock Plus scheduling system. The FY 25 and FY 26 funding targets are \$43 million and \$23 million, respectively.

Children's Center: The total current budget for Children's Center renovations is \$14.8M. The funding is to increase programmatic space at the ACS Children's Center

(Manhattan CD 6) which is a 24/7 temporary care center for children entering foster care. The allocation is currently added to FY27+.

New Bronx office:

Renovation of Bronx DCP office. Ten-year plan capital plan is \$3.4 million. The purpose is to consolidate the DCP (Division of Child protection) staff from two different locations to a new location at 2100 Bartow Avenue, Bronx. This proposed consolidation was to help achieve better operational efficiency. The funds were required to for HVAC, electrical, plumbing, architectural purposes. The staff relocated to Bartow avenue in FY24.

MEETING NOTES:

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:

AGENDA ITEM [12]: Staffing Challenges

Community Boards continue to receive expressions of concern about the ability of various City Agencies and their service-provider partners and not-for-profits to attract and retain qualified and experienced staff at virtually every level of service.

Anecdotal reasons for this on-going observation and concern include such matters as wage levels, especially compared with allied fields or private sector employers; work hours and scheduling requirements; the ability to work from remote locations including home and other venues that eliminate or drastically reduce commuting; and flexible working requirements.

With respect to these matters, please provide an update on:

- whether ACS or its partner service providers and not-for-profits are experiencing difficulty in hiring and retaining qualified individuals for various positions (including the positions in greatest demand or need for a stable workforce).
- The level of funding increase that ACS estimates would be needed to eliminate or drastically reduce the staffing shortages in FY2025 and projected FY2026.

AGENCY RESPONSE:

There is no question that the staff of ACS are working very hard. We have been focused on continuing to hire frontline workers, including YDS, CPS and FCLS attorneys. Many of our staff now have hybrid work schedules (1-2 days at home) and we believe this, along with union/managerial increases, has been helpful for hiring and retaining staff.

We are currently utilizing various recruitment channels to attract highly qualified candidates for the positions of Child Protective Specialist (CPS), Youth Development Specialist (YDS), and Family Court Legal Services Attorney. This includes leveraging social media, professional networking sites, attending career fairs with various colleges/universities and community-based organizations, and NYC and ACS websites.

As a result of our recruitment efforts, we have been onboarding classes of CPS, YDS and attorneys (new classes of which started throughout the summer/early fall.)

ACS greatly appreciates the committed child welfare and juvenile justice staff who serve children, youth, and families with care and compassion each and every day. New York City has taken steps to better support the provider workforce, such as the city's workforce enhancement fund, ACS's Foster Care Workforce Enhancement, and the new COLA for our providers.

MEETING NOTES:

Staffing Challenges:

- The agency is promoting staffing opportunities and requests community boards to disseminate employment flyers.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS:



AGENDA ITEM [13]: Recommended Priorities for Community Board Budget Priorities and Advocacy

What programs, initiatives or budget line items would DYCD recommend that Community Boards include in their Statements of Budget Priorities for FY2026?

AGENCY RESPONSE:

ACS appreciates the Manhattan Community Boards' commitment to the work of ACS and our efforts to address the safety and well-being of New York City's children, youth and families. We hope that the community boards can join us in our advocacy efforts to secure additional state and federal resources to address the migrant crisis and fund the services and supports families need.

MEETING NOTES:

CB Budget Priorities:

- **Agency Request:** Support for programs that assist children and families before they engage with ACS and advocacy for Promise NYC.

Follow-Up Actions Required by September 13, 2024:

- **ACS:** Provide an update on the time for families to enter Promise NYC and any other pending information as requested.

NEW INFORMATION:

FOLLOW-UP COMMITMENTS: