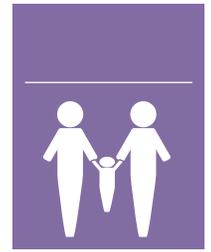


# ADMINISTRATION FOR CHILDREN'S SERVICES

David Hansell, Commissioner



## WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. Each year, the agency's Division of Child Protection conducts over 45,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth, and support services for families. In the Division of Child and Family Well-Being, created in September 2017, ACS issues child care vouchers for more than 64,000 children eligible for subsidized child care, and promotes a two-generation approach to child and family wellbeing, family stability, and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

## FOCUS ON EQUITY

ACS seeks to establish child welfare and juvenile justice systems in which a child or family's race, gender, or sexual orientation does not predict how they fare. Within New York City and nationally, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. To address the racial disproportionality within these systems, ACS has implemented programs such as Family Assessment Response, which diverts families from the traditional child welfare investigation and instead connects them directly with resources that will help them thrive. In 2020, ACS restructured its prevention and family support system through new contracts that improve availability of and access to the most appropriate services; reduce reliance wherever possible on intrusive court-ordered interventions and prevent the need for foster care placements among families of color whenever children can remain safely at home. In addition to community focused initiatives, ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and promote culturally competent policy and practice. ACS also routinely produces reports on major system indicators by race and ethnicity to track disparities in child welfare and juvenile justice.

## OUR SERVICES AND GOALS

### **SERVICE 1 Protect children from child abuse.**

- Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.
- Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.
- Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.
- Goal 1d Encourage and support family-based foster care.
- Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

### **SERVICE 2 Ensure access to quality early child care and education services in all communities.**

- Goal 2a Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

### **SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.**

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

# HOW WE PERFORMED IN FISCAL 2020

## SERVICE 1 Protect children from child abuse.

**Goal 1a** Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the downward trend that began in Fiscal 2018. During the last quarter of Fiscal 2020, this decline accelerated as a result of the COVID-19 pandemic largely due to reductions in reports from schools and other mandated reporters such as social service, mental health and health care service providers. The number of investigations in Fiscal 2020 declined 17 percent compared to Fiscal 2019 from 56,284 to 46,467. The percentage of investigations where child protective caseworkers found some credible evidence of abuse or neglect fell 1.3 percentage points from 37.7 to 36.4 percent. The percentage of children in investigations that found some credible evidence of abuse or neglect with repeat investigations that also found some credible evidence within a year declined from 17.9 to 17.2 percent. While this continues improvement from the prior year, the rate remains above the Fiscal 2020 target of 16 percent. To address this, ACS has implemented additional quality assurance oversight to strengthen investigative practice on high-risk cases and support provision of appropriate interventions and services for families and children.

The average child protective caseload declined to 7.5 cases per caseworker in Fiscal 2020 from 10.5 in Fiscal 2019. This reduction can be attributed to the decline in new reports during the initial months of the COVID-19 pandemic, as well as ongoing hiring in advance of attrition throughout the year to reduce vacancies. In addition, ACS has improved retention of child protective caseworkers by implementing new technological resources, increasing training, promoting a coaching culture in supervision, and supporting the timely and appropriate closing of cases.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	55,337	59,329	59,166	56,284	46,467	*	*	Down	*
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.6%	98.2%	97.5%	97.8%	98.5%	100.0%	100.0%	Neutral	Up
Investigations that found credible evidence of abuse or neglect (%)	36.1%	40.0%	38.0%	37.7%	36.4%	*	*	Neutral	*
Children in complete investigations with repeat investigations within a year (%)	23.8%	23.9%	25.5%	25.3%	25.2%	*	*	Neutral	Down
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (preliminary)	17.1%	18.5%	18.5%	17.9%	17.2%	14.0%	14.0%	Neutral	Down
★ Average child protective specialist caseload	10.6	12.4	12.5	10.5	7.5	12.0	12.0	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

The number of children and families receiving child welfare prevention services declined in Fiscal 2020, largely as a result of the extensive restructuring of the citywide prevention service system during January through June 2020, as well as the decline in reports leading to investigations during the COVID-19 pandemic. The number of families entering child welfare prevention services fell 23 percent from 9,965 in Fiscal 2019 to 7,699 in Fiscal 2020. The daily average number of children receiving child welfare prevention services decreased ten percent from 25,296 to 22,860 and the number of children who received services during the year fell nine percent 45,468 to 41,176. Additionally, there was a 24 percent decline in the number of families entering specialized teen child welfare prevention services from 1,099 to 838.

Through the re-procurement of the entire child welfare prevention services system, ACS is broadly expanding the availability of therapeutic and treatment programs, including those that specialize in serving families with teens, so that they are available in all communities. New prevention services contracts began on July 1, 2020, at the start of Fiscal 2021. To prepare the system for the transition, ACS steadily reduced the capacity of its prevention system during the latter months of Fiscal 2020. These reductions were implemented carefully and in phases to ensure continuous high-quality support for children

and families in need of and receiving services ACS and its contract agencies focused intensively on providing services for the highest-need families during the last months of Fiscal 2020, the first months of the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Families entering child welfare prevention services	10,540	9,240	9,608	9,965	7,699	10,000	10,000	Down	Up
Families entering child welfare specialized teen prevention services	1,463	1,136	1,175	1,099	838	*	*	Down	Up
Children receiving child welfare prevention services (daily average)	23,986	23,870	24,481	25,296	22,860	*	*	Neutral	Up
Children who received child welfare prevention services during the year (annual total)	46,207	43,157	43,874	45,468	41,176	*	*	Neutral	Up

★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    \* None

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

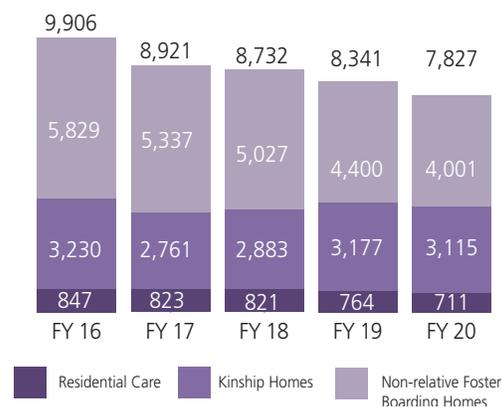
The number of children entering foster care continued to decline in Fiscal 2020. Foster care placements fell by 19 percent from 3,798 in Fiscal 2019 to 3,094 in Fiscal 2020. Similarly, the average number of children in foster care declined six percent from 8,341 to 7,827. In addition, the number of days all children spent in foster care declined four percent. ACS has achieved these reductions through continued investment in prevention services, which successfully keeps children safely out of foster care and through continuing implementation of focused strategies outlined in the ACS Foster Care Strategic Blueprint to improve permanency outcomes for children and youth in foster care.

The percent of children placed in foster homes in their communities increased from 28.7 percent in Fiscal 2019 to 29.7 percent in Fiscal 2020. ACS works with foster care providers to make foster care placements in the same communities where the children entering care live. Additionally, through ACS' Home Away from Home initiative, foster care providers increased the number of new foster homes certified by 50 percent, increasing the availability of homes throughout New York City.

ACS prioritizes foster care placements with kin. The proportion of all children in foster care who are living in kinship care increased from 38 percent in Fiscal 2019 to 40 percent in Fiscal 2020. The number of children moved from one foster care placement to another per 100 care days declined 18 percent from 1.7 in Fiscal 2019 to 1.4 in Fiscal 2020.

Children's safety is ACS' top priority. ACS works aggressively to prevent and reduce maltreatment in care through focused efforts such as the Home Away from Home foster parent recruitment and support initiative. The number of children for whom a child protective investigation found some credible evidence that maltreatment by foster parents may have occurred decreased from 9.7 incidents per 100,000 care days in Fiscal 2019 to 7.3 in Fiscal 2020.

**Children in Foster Care**



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
All children entering foster care (preliminary)	3,657	4,088	4,196	3,798	3,094	*	*	Down	*
★ Children placed in foster care in their community	36.3%	36.6%	36.2%	28.7%	29.7%	36.0%	36.0%	Down	Up
★ Children in foster care (average)	9,906	8,921	8,732	8,341	7,827	↕	↕	Down	Down
– Children in foster kinship homes (average)	3,230	2,761	2,883	3,177	3,115	*	*	Neutral	*
– Children in nonrelative foster boarding homes (average)	5,829	5,337	5,027	4,400	4,001	*	*	Down	Down
– Children in residential care (average)	847	823	821	764	711	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	7.8%	6.2%	9.1%	9.8%	8.0%	6.0%	6.0%	Up	Down
School Attendance Rate - Children in Foster Care (%)	82.5%	82.2%	81.4%	81.9%	82.4%	*	*	Neutral	Up
Total days all children spent in foster care	4,379,682	4,062,642	3,923,854	3,686,234	3,543,160	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.4	1.6	1.7	1.7	1.4	1.4	1.4	Neutral	Down
★ Children maltreated during family foster care placement per 100,000 care days	5.2	6.7	7.5	9.7	7.3	5.0	5.0	Up	Down
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

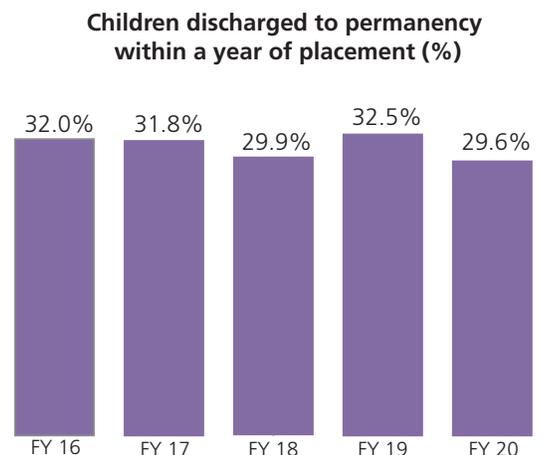
**Goal 1d** Encourage and support family-based foster care.

The proportion of siblings who enter care at the same time and are placed together in the same foster home declined modestly from 93.8 percent in Fiscal 2019 to 93.4 percent in Fiscal 2020. The proportion of children entering foster care who ACS immediately placed with kin remains well above historical levels, at 40.7 percent, as a result of strong efforts by the ACS Division of Child Protection to identify kin when children must enter foster care. ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care dropped by 6.9 percent from 764 in Fiscal 2019 to 711 in Fiscal 2020 and comprises only nine percent of the children in care.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	91.4%	93.0%	94.1%	93.8%	93.4%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	27.4%	30.1%	34.1%	40.8%	40.7%	44.0%	44.0%	Up	Up
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target			* None				

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

ACS continues to work aggressively to improve permanency outcomes for children in care through our Foster Care Strategic Blueprint. Overall, discharges from foster care declined during Fiscal Year 2020, reflecting factors including the falling number of children in care and the reduced capacity of the Family Court to hear anything other than emergency applications from March through June of Fiscal 2020 during the COVID-19 emergency. During this period, Family Court did not hold hearings on most permanency matters. In response, ACS collaborated with all parties involved in permanency decisions to reach mutual agreements on decisions to reunify children with their families, when appropriate; these agreements facilitated court approvals and achieved permanency for many children absent a court hearing. In Fiscal 2020, the percent of children who reunified within a year of entering foster care declined from 32.5 percent to 29.6 percent. The percent of children in care 12-23 months at the beginning of the fiscal year who were discharged to permanency



decreased from 24.7 percent to 20.4. Among children who had been in care for 24 or more months at the beginning of the fiscal year, the percentage discharged to permanency fell from 25.3 to 18.6 percent.

The same factors caused a decrease in all the permanency numbers including the number of children reunified with their families, which dropped by 21 percent. The number of children exiting foster care to KinGAP decreased by 30 percent from 379 children during Fiscal 2019 to 264 children during Fiscal 2020. There was an 18 percent drop in the number of children eligible for adoption and a 46 percent decrease in the number of adoptions from 748 in Fiscal 2019 to 404 in Fiscal 2020.

The percent of children who achieved permanency through reunification or KinGAP but who later re-entered foster care improved from 9.8 percent in Fiscal Year 2019 to 8.0 percent in Fiscal Year 2020 reflecting the results of several investments of resources to support safe reunification and trial discharges.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	32.0%	31.8%	29.9%	32.5%	29.6%	35.0%	35.0%	Neutral	Up
★ Children in care 12-23 months discharged to permanency (%)	24.4%	24.9%	24.4%	24.7%	20.4%	27.0%	27.0%	Down	Up
★ Children in care 24 or more months discharged to permanency (%)	24.9%	24.8%	25.8%	25.3%	18.6%	27.0%	27.0%	Down	Up
Children adopted	1,061	899	900	748	404	*	*	Down	*
Children eligible for adoption (average)	1,479	1,277	1,096	973	800	*	*	Down	*
Kinship Guardianship Assistance discharges	343	384	305	379	264	*	*	Down	Up
Children returned to parents (reunifications)	2,676	2,289	2,563	2,309	1,828	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

## SERVICE 2 Ensure access to quality early child care and education services in all communities.

**Goal 2a** Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

Child care voucher enrollment declined two percent from 65,607 in Fiscal 2019 to 64,324 in Fiscal 2020. Voucher enrollment for center-based care rose five percent to 31,045, but vouchers for family-based child care went down two percent to 26,065 and vouchers for informal (home-based) child care fell 23 percent to 7,215. Mandated voucher enrollment declined 14 percent to 39,039. Vouchers for other eligible children increased 26 percent to 25,286. The decline in mandated enrollment was driven by a decrease in the cash assistance population since Fiscal 2018. The increase in other eligible children voucher enrollment resulted from an increase in Special Child Care Fund and receipt of an Expansion Grant from the New York State Office of Children and Family Services.

The number of reports of suspected abuse and/or neglect for children in child care programs declined 38 percent from 709 in Fiscal 2019 to 442 in Fiscal 2020. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose 3.1 percentage points to 19.5 percent.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Average child care voucher enrollment	67,527	66,968	66,682	65,607	64,324	*	*	Neutral	*
★ Average mandated children voucher enrollment	54,761	53,723	50,937	45,569	39,039	*	*	Down	*
★ Average other eligible children voucher enrollment	12,659	13,245	15,745	20,038	25,286	*	*	Up	*
★ Average center-based child care voucher enrollment	27,132	27,864	28,932	29,576	31,045	*	*	Up	*
★ Average family child care voucher enrollment	24,119	24,786	25,916	26,607	26,065	*	*	Neutral	*
★ Average informal (home-based) child care voucher enrollment	15,976	14,318	11,834	9,424	7,215	*	*	Down	*
Fiscal year spending per child - Center-based child care vouchers	\$9,280	\$9,149	\$8,646	\$8,726	\$8,997	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	\$7,659	\$8,322	\$7,740	\$7,823	\$7,860	*	*	Neutral	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,140	\$4,234	\$4,327	\$4,379	\$4,362	*	*	Neutral	*
Abuse and/or neglect reports for children in child care	584	621	726	709	442	*	*	Down	*
Investigations for children in care that found credible evidence of abuse or neglect (%)	15.1%	16.4%	14.1%	16.4%	19.5%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

### SERVICE 3 Provide custody and care of youth in secure and safe detention and placement facilities while providing casework services.

#### Goal 3a Assure that detention facilities are safe and secure.

The population in ACS detention grew substantially in Fiscal 2020 as a direct result of the expansion of the juvenile detention system under Raise the Age to include 16-year-old youths in October 2018 and 17-year-olds in October 2019, and the re-inclusion of the Horizon Juvenile Center as a component of ACS detention statistics. During Fiscal 2020, the average daily population in detention rose 82 percent to 128.7 from 70.8 in Fiscal 2019. This increase was driven in large part by a 71 percent increase in length of stay from 17 to 29 days. The number of admissions remained stable at almost 1,450.

The youth-on-youth assault and altercation with injury rate per 100 average daily population rose from 0.29 in Fiscal 2019 to 0.35 in Fiscal 2020. The youth-on-staff assault with injury rate per 100 average daily population remained at 0.30. The rate of cases in detention where credible evidence of abuse and/or neglect was found increased from 0.04 to 0.07 per 100 ADP. These increases coincide with the gradual transition of operational control of housing units at the Horizon Juvenile Center from the Department of Correction (DOC) back to ACS. To reduce such incidents, ACS continues to refine its behavior management system (STRIVE+), enhance training through embedded coaching techniques focusing on effective methods of deescalating and engaging youth, work with community providers such as violence interrupters, and work with oversight agencies to explore additional improvement strategies in the new context of a substantially older youth population.

The weapon recovery rate per 100 daily population in detention increased from 0.09 in Fiscal 2019 to 0.22 in Fiscal 2020. This increase coincided with an increase in the number of staff, which has allowed for more frequent and effective searches of youth and detention facilities. ACS is working closely with its state oversight agencies to develop a comprehensive approach to reducing contraband, including more frequent and aggressive screening upon entry, enhanced room and common area searches, and more frequent video reviews. ACS has also partnered with the city's Department of Investigation to conduct canine searches in detention and is building its own internal capacity in this area. The illegal substance/prescription or over-the-counter medication recovery rate declined from 0.09 to 0.07 per 100 ADP.

The non-secure detention abscond rate rose to 0.10 per 100 average daily population in Fiscal 2020 from 0.02 in Fiscal 2019. There were ten absconds in Fiscal 2020, seven of which took place in July and August. To address the increase in absconds staff were trained in security precautions that included staff positioning during transports and movement in and out of each facility and court.

Driven by the full implementation of Raise the Age in October 2019, the number of young people entering Close to Home placement rose 34 percent from 82 in Fiscal 2019 to 110 in Fiscal 2020. The average number of youth in Close to Home placement fell ten percent from 97 to 87 due to an increase in young people temporarily released with a home pass during the COVID-19 pandemic. The average number in aftercare declined 25 percent from 54.0 to 40.7. Releases to Close to Home aftercare declined from 122 to 80 and discharges from Close to Home with complete disposition orders fell from 115

to 83. While the Close to Home population has decreased over time, the programming, mental health and permanency needs of the population have increased contributing to longer placement times and a decrease in releases to aftercare.

Close to Home youth-on-youth assaults and altercations with injury per 100 care days declined from 0.13 to 0.11 and youth-on-staff assaults with injury remained stable at 0.09. The absent without consent (AWOC) rate rose from 0.20 Fiscal 2019 to 0.27 in Fiscal 2020. AWOC incidents are routinely debriefed with ACS staff, youth and providers to identify any gaps in practice or policy and to identify any additional supports or safety planning needs of youth.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total admissions to detention	2,528	2,126	1,754	1,449	1,442	↓	↓	Down	Down
★ Average daily population (ADP), detention	156.6	119.8	84.9	70.8	128.7	↓	↓	Down	Down
Secure detention - ADP	91.7	70.3	49.6	45.3	100.9	*	*	Neutral	Down
Non-secure detention - ADP	64.9	49.5	35.4	25.5	27.8	*	*	Down	Down
★ Average length of stay, detention (days)	21	24	19	17	29	↓	↓	Up	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.03	0.08	0.04	0.02	0.10	0.05	0.05	Up	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.39	0.38	0.32	0.29	0.35	0.35	0.35	Down	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.08	0.11	0.07	0.30	0.30	0.15	0.20	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.07	0.06	0.07	0.09	0.22	↓	↓	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.06	0.06	0.09	0.07	↓	↓	Up	Down
★ Average daily cost per youth per day, detention (\$)	\$1,431	\$1,684	\$1,688	\$1,651	\$2,064	*	*	Up	*
Admissions to Close to Home placement	238	227	136	82	110	*	*	Down	Down
★ Number in Close to Home placement	151	156	139	97	87	↓	↓	Down	Down
★ Number in Close to Home aftercare (average)	121	97	69	54	41	*	*	Down	*
Absent without consent (AWOC) rate, Close to Home placement	0.28	0.29	0.18	0.20	0.27	0.40	0.25	Down	Down
Discharges from Close to Home placement (dispositional order complete)	227	182	173	115	83	*	*	Down	*
Releases from Close to Home placement to aftercare	201	194	151	122	80	*	*	Down	*
Youth on staff assault with injury rate, Close to Home placement	0.07	0.13	0.06	0.09	0.09	0.05	0.07	Neutral	Down
Youth on youth assault with injury rate, Close to Home placement	0.10	0.13	0.13	0.13	0.11	0.09	0.09	Neutral	Down
★ Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention	NA	NA	0.03	0.04	0.07	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

### Goal 3b

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

All youth in detention receive a mental health screening for acute psychiatric needs within one hour of their admission, so that the highest needs youth are identified and referred to urgent mental health services. During Fiscal 2020 the percent of youth who received general mental health screening or services while in detention declined from 73.8 percent to 71.0 percent. This decrease was driven by a temporary change in the screening protocol and data collection process in the fall of 2019 in response to an increase in admissions following the final stage of Raise the Age implementation.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	NA	NA	76.2%	73.8%	71.0%	↑	↑	NA	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention (\$)	\$121	\$163	\$241	\$171	\$152	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

**Goal 3c** Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous detention admissions declined from 58.7 percent in Fiscal 2019 to 58.0 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Youth admitted to detention with previous admission(s) to detention (%)	61.0%	64.0%	58.5%	58.7%	58.0%	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Collisions involving City vehicles	34	30	33	16	28	*	*	Down	Down
Workplace injuries reported	226	214	215	288	444	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	87,775	94,860	135,252	113,959	111,137	*	*	Up	*
Letters responded to in 14 days (%)	97.1%	88.4%	80.9%	75.0%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	97.8%	97.3%	82.8%	80.4%	84.4%	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None					

## AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) <sup>3</sup>	\$2,875.1	\$2,974.1	\$2,976.8	\$3,149.2	\$2,735.1	\$2,729.3	\$2,658.5	Neutral
Revenues (\$000,000)	\$7.2	\$8.5	\$9.5	\$10.7	\$8.0	\$3.4	\$3.4	Up
Personnel	6,000	6,362	6,629	7,148	7,059	7,226	7,384	Up
Overtime paid (\$000,000) <sup>4</sup>	\$33.9	\$49.1	\$61.1	\$60.3	\$39.2	\$15.0	\$4.9	Up
Capital commitments (\$000,000)	\$10.2	\$10.0	\$111.7	\$33.4	\$27.5	\$63.1	\$105.2	Up
Human services contract budget (\$000,000)	\$1,710.3	\$1,742.9	\$1,729.6	\$1,832.7	\$1,413.8	\$1,397.6	\$1,356.3	Down

<sup>1</sup>Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds <sup>4</sup>FY2020 actual value for Overtime paid is as provided by ACS. "NA" - Not Available \* None

## SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the 'Applicable MMR Goals' column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY19 <sup>1</sup> (\$000,000)	Modified Budget FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$542.5	\$518.2	
001 - Personal Services	\$373.9	\$357.4	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$18.4	\$15.3	2a
005 - Administration	\$102.9	\$69.9	All
007 - Juvenile Justice	\$47.4	\$75.6	3a, 3b, 3c
Other Than Personal Services - Total	\$2,606.7	\$2,217.0	
002 - Other Than Personal Services	\$94.9	\$93.7	All
004 - Head Start/Day Care	\$1,088.8	\$543.2	2a
006 - Child Welfare	\$1,264.4	\$1,396.5	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.7	\$183.5	3a, 3b, 3c
Agency Total	\$3,149.2	\$2,735.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. <sup>2</sup>City of New York Adopted Budget for Fiscal 2020, as of Jun 2020. Includes all funds. <sup>3</sup>Refer to agency goals listed at front of chapter. "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As a result of the COVID-19 pandemic, data for the indicator 'School attendance rate—Children in Foster Care' is not available for the months of April through June because attendance data is not available for DOE remote learning.
- ACS revised Fiscal 2021 targets for the following three indicators to reflect recent performance trends: 'Youth on Staff Assault w/Injury Rate (per 100 Total ADP), detention,' 'AWOC rate' and 'Close to Home and Youth on staff assault with injury rate, Close to Home.'

## ADDITIONAL RESOURCES

For additional information go to:

- ACS Foster Care Strategic Blueprint:  
<https://www1.nyc.gov/assets/acs/pdf/about/2020/threeyearprogressreport.pdf>

For more information on the agency, please visit: [www.nyc.gov/acs](http://www.nyc.gov/acs).

