

FY 2021 Borough Budget Consultations

Manhattan - Administration for Children's Services

Meeting Date 9/18/2019

AGENDA ITEM 1 : General Agency Funding Discussion

The purpose of holding the Borough Budget Consultations is to provide Community Boards with important information to assist in drafting their statement of District Needs and Budget Priorities for the upcoming fiscal year. As you know, Community Board Members are volunteers who may not be familiar with the budget process and how agencies' programs are funded. At the same time, Community Board members are very knowledgeable about local service needs.

This year's Manhattan agendas have three sections:

I. Agencies begin the consultation with a presentation of their goals, funding decision process, and highlights of their funding needs.

II. Then, the agenda continues with Community Boards asking about specific program funding.

III. Lastly, the agendas include Boards' requests on 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.

For the first section, please present on the four topics below for 10-15 minutes at the beginning of our Consultation. Also, please provide written responses or even a PowerPoint presentation that we can use to fully and accurately educate our Board Members.

1. What are your priorities and operational goals for FY20 and projected priorities and operational goals for FY21?
2. What are the current proposed FY20 and FY21 service and operational goals and proposed funding?
3. Which programs is the agency adding, dropping, or changing for FY20 and projected for FY21?
4. What are your benchmarks for new and existing programs and what are your benchmarks/key performance indicators for measuring success?

AGENCY RESPONSE:

Agency Priorities and Goals

Commissioner Hansell testified during our budget hearings about the many ways that ACS has strengthened our ability to meet the needs of NYC families, protect NYC children, and support our staff – and how we are constantly identifying more ways to improve. ACS's long-term vision for transforming child welfare to serve our City's families and communities is focused on five key areas:

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

response to making mistakes – which are inevitable in any large, complex system – is to learn from them to make the organization stronger and reduce the risk of future harm.

5. Finally, we are working to be part of the effort to heal one of the greatest ills in our society: inequities based on race, poverty, gender, sexual identity, among other characteristics. We want to be and be seen as a part of the solution to these longstanding rifts in our society.

ACS is continuing our forward momentum to better serve children and families in New York City and serve as a national child welfare leader. We are happy to be a part of today’s discussion to share more about our work with the community boards.

Budget Overview

ACS’ FY2020 budget of \$2.69 billion builds on our continued commitment to strengthening our safety net for children and families. ACS’ budget includes \$914 million of City funds, \$743 million of State funds, \$1.034 billion of Federal funds. The FY20 budget reflects the transfer of the EarlyLearn NYC contracted system and associated staff from ACS to the Department of Education.

For FY2020, ACS received an additional \$33.4 million to continue to support the implementation of Raise the Age bringing the City’s total FY2020 commitment to \$85 million. This will grow to \$101 million in FY2021. The new funding will allow ACS to hire additional staff who will work directly with the youth in our secure detention facilities and eventually in the specialized juvenile detention facilities. The budget also includes funds that will enable us to build on our successful juvenile justice preventive programs, which allow youth who would otherwise be sent to detention or placed in Close to Home to remain safely in the community with supervision, services, and other supports. The Administration and Council also agreed to add \$19.7 million in one-time funding to support the City Tax Levy funded voucher program called Special Child Care Funding, \$500,000 to continue the Youth Health Initiative, \$1.23 million for wraparound support for transitional aged youth in foster care, \$2.8 million for Foster Care Taskforce initiatives, and \$10 million for Fair Futures to support foster youth from middle school age to 21 years old.

Benchmarks and Key Indicators

Many of ACS’s programs and services are subject to city, state, and federal reporting and oversight, and we have robust oversight and performance measurement processes in place internally. A few key areas of performance evaluation are included here:

Frequent Leadership Oversight:

On a monthly basis, ACS’s Deputy Commissioners and Commissioner review and discuss key performance indicators including child protective caseloads, numbers of families served in prevention services, foster care census and entry information, court filings, and juvenile justice statistics. This regular, deep dive at the Cabinet level is in addition to the daily management and oversight within our program divisions and working with our contracted provider agencies.

ChildStat:

ChildStat is a cornerstone of the ACS quality assurance and improvement system for child protection. The primary responsibility of the Division of Child Protection (DCP) is to reduce risk and ensure safety and well-being for children and families throughout NYC. In May 2017, ACS revamped the ChildStat methodology to prioritize a focus on ACS child protective investigative practice in the borough offices.

Each of 26 DCP Zones plus the Office of Special Investigations participates in ChildStat on three occasions during a 15-month cycle – two meetings at the ACS main office and one meeting at the borough office. Each session includes a presentation of data and case practice, and includes extensive dialogue and Q&A. Each session concludes with a review of recommendations and learnings for both the individual zone and the system as a whole.

In Fiscal Year 2019, ACS held more than 40 ChildStat review sessions, resulting in scores of recommendations for zone-based and system-wide improvement. The agency’s implementation of ChildStat recommendations is monitored by ACS’ Office of Accountability, which was created in July 2017.

Scorecard:

ACS issues annual Scorecards for every foster care and prevention program and agency. The Scorecard is an annual summary of the performance of our contracted services that support New York City's youth and families. In New York City, the Administration for Children's Services manages the prevention and foster care system, under State oversight, and contracts with nonprofit organizations who provide services to children and families.

Scorecard is one of many tools that ACS uses to monitor contract agencies closely, identify areas for improvement, and track ongoing compliance with required changes to practice. The scores alone do not tell the full story of provider performance; they must be combined with other sources of information to fully assess performance, such as the varying complexity of the children and families served by each agency.

MEETING NOTES:

COMMENTS:

ACS spoke about the databases they have implemented to inform the agencies goals and services.

ACS is consistently engaging with sister agencies to inform their services.

CB 7 asked questions about ways that ACS is informing/implementing their primary prevention. The agency is using Family Engagement centers (2 in BX and 1 East Harlem) and partnership programs. They look at protective factors and risk factors and work along partners and City agencies to provide the services needed.

ACS is implementing data driven processes to inform their programming and budget needs.

CB 3 asked about programs funded via ACS at NYCHA facilities whee capital work is needed and not taking place. ACS reported that most of the programs are now under DOE and cross agency efforts are taking place to address capital needs. The agency will report to CB 3 about any work that may be under their jurisdiction at a later time.

NOTES:

ACS to follow up with CB 3 about the pipeline of capital work taking place at NYCHA wherever they have a programmatic contract.

AGENDA ITEM 2 : Funding Sources - Private Funding Shortfalls

April 2019 represents the first tax return for most taxpayers under the new tax laws adopted in 2017-18, which among other things eliminated some and sharply reduced the ability to use other itemized tax deductions.

As a result of these changes, the number of taxpayers who will find it advantageous to itemize their deductions is expected to decrease significantly. Charitable contributions are an itemized-only tax deduction.

1. Have any ACS partner service providers or partner organizations reported a decrease in charitable contributions that could be attributed to the change in the tax laws?
2. Has ACS made any changes in funding allocations to compensate in any way for anticipated decreases in charitable contributions to partner service providers or organizations?

AGENCY RESPONSE:

ACS's contracted provider agencies have not raised any particular impacts related to this tax law change, but we would take any concerns under advisement.

MEETING NOTES:

COMMENTS:

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AGENDA ITEM 3 : Funding Sources - Federal Shortfalls

In ACS’s responses to Budget Consultation questions for FY 2020 concerning the perennially threatened cuts to the federal social service funding streams, ACS reported on (a) the anticipated transfer to DoE of Head Start funding as part of Early Learn programs; and (b) the enactment of the Family First Preventive Services Act (“FFPSA”) that was expected to expand the scope of Title IV-E funding from foster care to a variety of preventive services to protect, support and stabilize families where children are at risk of entering foster care.

Please provide an update as follows:

1. Please provide the current status of the transfer of Early Learn programming (and associated funding) to DoE.
2. Please advise whether the enactment of FFPSA has resulted in a net reduction of funding or the elimination or curtailment of any programs under the aegis of ACS (and if it has, the nature and details of such reduction or elimination of funding and the programs associated with it).
3. Please indicate whether any new cuts or changes in funding at the federal or State level are anticipated to result in the reduction of funding of ACS existing programs or the elimination or curtailment of any ACS programs.

AGENCY RESPONSE:

1. Please provide the current status of the transfer of Early Learn programming (and associated funding) to DoE.

Beginning July 1, 2019, ACS’s portfolio of EarlyLearn NYC early care and education programs transferred to the Department of Education’s (DOE) Division of Early Childhood Education. DOE also applied for and was awarded to become the City’s Head Start grantee as of July 1, 2019 (ACS’s prior Head Start grant ended on June 30, 2019). Our colleagues at DOE can supply more information about their programs and budget.

In total nearly \$600 million transferred from ACS to DOE to support the EarlyLearn contracted system, including staff.

2. Please advise whether the enactment of FFPSA has resulted in a net reduction of funding or the elimination or curtailment of any programs under the aegis of ACS (and if it has, the nature and details of such reduction or elimination of funding and the programs associated with it).

NYS is delaying implementation of Family First until September 29, 2021, which is allowed under the federal law. ACS has established a New York City FFPSA implementation workgroup comprised of legal advocates for parents and children, advocacy organizations, and our community-based agency partners to plan for implementation.

Although the overall financial impact on New York State and New York City is uncertain we anticipate costs associated with implementation in the following areas:

o To continue to receive federal funding for children in congregate care, there will be a number of new requirements, many of which will require additional resources. These include:

- ? Accreditation
- ? Nurses or clinical staff on-site during business days and on-call 24/7.
- ? Therapeutic services
- ? Six months aftercare

o In addition, the law limits federal reimbursement for congregate care to youth who have been assessed to have a therapeutic need for congregate care. As a result, implementation will likely require additional resources for foster care as we work to strengthen family-based care, increase the number of kids in family care and make the necessary enhancements to congregate care

ACS is advocating at the state level to restore cuts to the FCBG that have occurred in prior years so that we can continue to enhance the needed services to support and strengthen families.

3. Please indicate whether any new cuts or changes in funding at the federal or State level are anticipated to result in the reduction of funding of ACS existing programs or the elimination or curtailment of any ACS programs.

ACS has a federal IV-E waiver, which has enabled us to strengthen services for children in foster care. The waiver ends on September 30, 2019. ACS is supporting federal legislation to extend waiver authority for two more years, until New York (and other states that have deferred implementation) implement the new Family First law. ACS is actively advocating in Washington, DC for an extension of the waiver or for transitional support.

ACS is also in active discussions with OMB about how to continue funding the components of the waiver after September 30, 2019.

Through the IV-E waiver, ACS created Strong Families NYC, which includes the following components:

- Reduce caseloads for foster care agency staff and increase their supervision (caseloads now at 10-12 children vs. 20 children and supervisor to worker ratio is 1 to 4).
- Roll out and scale up Attachment & Biobehavioral Catch-up (ABC), which promotes responsive, nurturing caregiving of young children, and is now available to all children in foster care ages 6 months to four years old while they are in foster care and when they are reunified with their parents.
- Implement Partnering for Success (PFS), which improves children's access to appropriate mental health interventions while better integrating child welfare and mental health services.
- Implement a comprehensive trauma screening for all children who come into care.

Of continuing concern, New York City receives no state funding to implement Raise the Age, the law that increased the age of criminal responsibility so that 16- and 17- year-olds are served in the juvenile justice system. While the state has appropriated \$200 million for Raise the Age expenses outside NYC, the City receives no state funds because the law requires counties to remain under the 2% property tax cap or demonstrate financial hardship to receive funding. This effectively eliminates NYC from receiving state reimbursement. Despite the failure of the state to support Raise the Age in NYC, ACS has spent \$132 million in capital and by FY2021 will have a city tax levy investment of \$101 million for programming and staff.

This past budget year, the State threatened to cut all of its support for the Family Assessment Program (FAP). As you may know, FAP works to strengthen families, reduce conflict, and connect families to services that provide ongoing support in cases where families are struggling with teens. FAP works with families when youth are skipping school, running away, using drugs or alcohol, struggling with mental illness and/or displaying defiant or dangerous behavior. Services vary in intensity and duration depending on the FAP social worker's assessment of the family's needs. Fortunately, through advocacy by ACS, providers and advocates, this proposed cut was avoided.

MEETING NOTES:

COMMENTS:

Foster Care individual evaluation shows that NYC has reduced length of care. Waiver from Title IV E allows for a particular way to use of funds. ACS was given a waiver that allowed for flexibility in the use of funds and they will be losing the federal funding that has allowed them to address foster care needs. The agency is working extensively on finding ways to continue to receive those funds.

ACS lost State funding--\$40 million--for the Close to Home Program, a juvenile detention program. City is currently picking up the cost but ACS will continue to advocate at State level for reinstatement of funds.

NOTES:

ACS welcomes the CBs advocacy on funding for the Close to Home Program--at City level.

AGENDA ITEM 4 : New Programs

Please provide a summary of any new initiatives or programs undertaken by ACS in FY 2020 or anticipated for FY 2021, and for each:

1. Please provide an estimate of the funding needed for such programs;
2. Please estimate the number of individuals or families to be served by the program (and the number of individuals or families eligible but unable to be served under current funding); and
3. Please provide summary details of the source(s) of funding used for such new program(s).

AGENCY RESPONSE:

As we talked about above, ACS is committed to transforming the child welfare system to best meet the needs of NYC's children, families, and communities. We are constantly focused on quality improvements and strengthening our core services by enhancing new programs and introducing new initiatives.

New/Expanded Initiatives

ACS received \$2.8 million one-year CTL funding in the FY2020 Adopted budget to continue and expand our work on the Interagency Foster Care Task Force recommendations, including around kinship placements and family time. We look forward to sharing more details with you as we work to get these important initiatives underway in FY 2020.

We also received \$10 million one-year CTL funding in the FY2020 Adopted budget to implement a new initiative, called Fair Futures, is to offer youth the supports they need to become successful adults. This model will include coaching for youth in foster care ages 16 and older, as well as additional educational supports, such as tutoring, for youth starting in middle school.

Children's Center Investments

The ACS Children's Center in Kips Bay is a 24/7 setting that provides medical clearances for children and is a temporary placement for children when there is no appropriate foster care setting immediately available. Nearly half of the children are at the Children's Center for 1 day or less and more than two-thirds of the children leave the Children's Center within 4 days to be placed in a kinship or other foster home, or other appropriate setting. ACS recently announced additional investments to help us promote the safety and well-being of children in our care at this site.

We are leveraging \$1 million in existing funds to enhance programming at the Children's Center, and we have received hiring authority to bring on 95 additional staff across multiple program and operational functions.

Child Welfare Procurements

ACS is in the process of re-procuring the vast majority of contracts across the child welfare system, including contracts for delivering prevention services, family-based foster care services and residential foster care services. These procurements represent a significant opportunity for ACS to reassess existing services for children and families and to identify and implement new strategies and approaches. ACS is committed to a shared framework across prevention and foster care services that results in a robust, comprehensive and seamless system that enables children and families to experience improved outcomes for safety, permanency and well-being. The three procurements for prevention, family based foster care and residential foster care services are being designed to reflect and advance this shared framework.

ACS issued the Prevention Services Request for Proposals (RFP) in June 2019. Proposals were due August 15, 2019. Proposed awards will be made in October 2019; with new contracts to be in place as of July 1, 2020.

ACS released the Concept Paper for Homemaking Services in July 2019. Comments are due by September 9, 2019; and ACS expects to release the RFP in 2019; with new contracts to be in place as of July 1, 2020

The Concept Papers for Family-Based Foster Care and Residential Foster Care will be released later in 2019, with the RFP to be released in 2020, and new contracts to be in place as of July 1, 2021.

MEETING NOTES:

COMMENTS:

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AGENDA ITEM 5 : Early Childhood / Early Learn Implementation

Please update us on the transition of Early Learn programs and services to the Department of Education, which during the 2018 Budget Consultations was expected to occur in or about July 2019.

1. Please include in the update the amount of funding that will follow the Early Learn initiatives, and whether the transition will require additional funding (or result in short- or long-term economies)

AGENCY RESPONSE:

Beginning July 1, 2019, ACS's portfolio of EarlyLearn NYC early care and education programs transferred to the Department of Education's (DOE) Division of Early Childhood Education. DOE also applied for and was awarded to become the City's Head Start grantee as of July 1, 2019 (ACS's prior Head Start grant ended on June 30, 2019). Our colleagues at DOE can supply more information about their programs and budget.

In total nearly \$600 million transferred from ACS to DOE to support the EarlyLearn contracted system, including staff.

MEETING NOTES:

COMMENTS:

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AGENDA ITEM 6 : Child Protective Services

Please update us on the latest use of the baselined funds (FY 2018 amount was \$1.3 Million) to celebrate and increase public and professional recognition of Child Protective Services.

In particular:

1. Please confirm the baselined amount included in the FY 2020 budget and the anticipated expenditure to be included in FY 2021.
2. Does ACS still sponsor a "CPS Appreciation Week" celebration or its equivalent, and if so, please provide a summary including the budget for the celebration.
3. Does ACS still produce print or other media advertisements promoting ACS's CPS? Please provide summary updates including any media buy or other budget highlights.
4. Is the baselined amount for this purpose adequate to meet the goals?
5. Has any analysis been conducted on the effectiveness or other positive outcomes from the creation of a facility to increase public and professional awareness of CPS?

AGENCY RESPONSE:

1. Please confirm the baselined amount included in the FY 2020 budget and the anticipated expenditure to be included in FY 2021.

ACS has \$1 million to support CPS campaigns in FY2020 with an additional \$300,000 redirected to support overall child welfare safety campaigns.

2. Does ACS still sponsor a “CPS Appreciation Week” celebration or its equivalent, and if so, please provide a summary including the budget for the celebration.

Yes, ACS still holds an annual “CPS Appreciation Week,” to recognize the critical contributions child protective staff make in keeping NYC’s children safe and NYC’s families supported. The budget to support CPS campaigns in FY2020 is \$1 million. We have found this investment effective to support our CPS recruitment and retention efforts.

3. Does ACS still produce print or other media advertisements promoting ACS’s CPS? Please provide summary updates including any media buy or other budget highlights.

We ran a June 2019 CPS recruitment campaign on radio and digital media (no print) including TaxiTV and LinkNYC sidewalk tablets (on which advertising is available at no cost to ACS). The May 29-June 29, 2019 campaign coincided with a civil service exam period. Media impressions totaled more than 79 million with a budget of \$566k.

4. Is the baselined amount for this purpose adequate to meet the goals?

Yes, this budget has allowed us to broadly spread the message about CPS as our City’s first-responders to protect children, and it has supported our recruitment and retention goals.

5. Has any analysis been conducted on the effectiveness or other positive outcomes from the creation of a facility to increase public and professional awareness of CPS?

Overall, we continue to see a positive impact from our hiring and retention efforts. As of June 25, 2019, the average caseload for Child Protective Specialists citywide was 10.1, and 10.3 in Manhattan. (Reported in ACS’s Local Law 20/2006 Child Welfare Indicators Quarterly Report, available on our website)

Our month-long June 2019 CPS recruitment campaign resulted in the highest number of CPS applications over the past four civil service exam periods – a 29% increase from the February exam period, and a 51% increase from Fall 2018.

MEETING NOTES:

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AGENDA ITEM 7 : Foster Care

The Foster Care Strategic Blueprint for FY 2019-2023 outlines progressive increases in the delivery of preventive services designed to keep families together and an apparently corresponding decline in the need for Foster Care services over the period 1996 to 2017.

Please update us on the implementation of the Foster Care Strategic Blueprint for FY 2019-2023, including:

1.Has the trend of increasing preventive services and decreasing need for Foster Care placement continued? Please

provide a summary of results and any projections for the near future.

2. What budget impact does the trends outlined in the Strategic Blueprint have on the type and need for funding at ACS?

2A. Are the current amounts and line items for ACS funding sufficient and accurate?

2B. Are the current amounts and line items appropriate and relevant, or should new line items be developed?

3. Please update us on the delivery of mental health and education services specifically targeted to children in Foster Care.

3A. Are the funds available for these needs sufficient to ensure all those in need of such services have a reasonable chance of having those needs met?

AGENCY RESPONSE:

1. Our deep commitment to supporting and strengthening families has allowed the City to reduce the number of children in foster care to a historic low. There were nearly 50,000 New York City children in foster care 25 years ago, and 17,000 just a decade ago. At the start of 2017 there were just over 9,000 children in foster care. By the end of 2018 we reduced the number of children in care to approximately 8,200. The decline in our foster care population has continued even as the number of children in foster care in other states and cities nationwide has increased since 2012. We believe that children should only be placed in foster care when it is absolutely necessary for their safety, and for the shortest amount of time possible.

While the overall number of children in foster care has declined, we remain intensely focused on identifying kinship resources for children when they do need to enter foster care for safety reasons. "Kin" means a grandparent, aunt, uncle, or other relative, and it can also mean a family friend, neighbor, teacher, or other trusted adult with whom the child has a connection. ACS is implementing a range of strategies to increase kinship placement and this work is producing results. ACS has set a goal to increase the proportion of children placed with kin from 31% to 46% by the end of 2020. We are well on our way to achieving this. The proportion of children in foster care placed with kin rose to 42% by the third quarter of FY 2019.

As mentioned above, ACS is in the process of re-procuring the vast majority of contracts across the child welfare system, including contracts for delivering prevention services, family-based foster care services and residential foster care services. We have carefully considered existing services and any areas of opportunity to recalibrate the system to best serve NYC children and families.

2. ACS is committed to providing high quality services to promote the safety and well-being of the children and families who we serve. We are in constant communication with OMB to identify resources as new needs arise so that we are able to meet our programming and service goals.

3. It is ACS's important responsibility to meet the needs of children in foster care, including their mental health and education needs. There are multiple initiatives underway to improve education and employment outcomes for young people, in partnership with the New York City Department of Education (DOE), the Department of Youth and Community Development (DYCD), CUNY, Columbia University, the philanthropic community and other partners. Finally, ACS is working in close partnership with the Department of Health and Mental Hygiene (DOHMH) and other partners to deliver new programs to improve health and mental health outcomes for young people.

We are in constant communication with OMB to identify resources as new needs arise so that we are able to meet our programming and service goals.

A few key highlights to mention are:

- The Department of Health and Mental Hygiene (DOHMH) launched a High-Fidelity Wraparound (HFW) pilot in January 2019 for NYC children with significant mental health needs, including youth in foster care. HFW is an evidence-based model of care coordination that uses a highly structured, team-based, family/child centered management process for children and youth with serious social, emotional, or behavioral concerns who are involved

in multiple child service systems (e.g., child welfare, juvenile justice, behavioral health, special education). HFW involves intensive, individualized planning for children and youth, with the goals of empowering youth and families to develop family driven plans, connecting youth and families to community-based services and improving mental health outcomes. Referrals of youth began in January 2019.

- In March 2018, ACS and the NYC Department of Youth and Community Development (DYCD signed an MOU in order to share data with the goal of increasing access for children in foster care to DYCD afterschool and enrichment programs. ACS and DYCD since launched a regular data match to identify 5th-8th grade DOE students in foster care who are and are not enrolled in DYCD programs. ACS and DYCD use the results of this analysis to identify opportunities to connect additional youth in foster care to DYCD programs. This match is now being run every six months in order to continually identify additional youth in foster care who can be connected to DYCD programs.

- ACS and the NYC Department of Education (DOE) are partnering to provide academic support. By Fall 2019, the DOE will ensure that all middle school youth in foster care participate in Middle School College Access for All, which will support their post-secondary planning trajectory through college visits, student workshops, caregiver events, and staff professional development. In consultation with ACS, DOE will provide specialized supports for youth in foster care. DOE is hiring approximately 100 school-based Community Coordinators to connect highly mobile youth, including students in foster care, to a range of supportive services. By Fall 2019, DOE will link youth in foster care to Success Mentors, caring adults who identify the underlining causes of student absenteeism and address barriers to attendance to ensure that students reach their academic potential.

- ACS and DOE are collaborating to improve service coordination and regulatory oversight to support DOE students in foster care. The DOE will release comprehensive guidance on the rights of students in foster care by Spring 2019. Additionally, the DOE Office of Safety and Youth Development will add resources on foster care to its online resource hub by Spring 2019 and incorporate foster care information into its Borough Offices and school-based Designated Liaison trainings by Fall 2019.

- ACS continues to host our Annual Spring College Tours for high school students to expose them to college life and help them choose the most appropriate school. This year, students visited SUNY, CUNY and private college campuses and participated in college access workshops. The Spring College tour is a week-long experience for foster care youth where each day youth visit college campuses to learn about their admission process, available financial aid, academic studies and campus life. The program also provides information that helps students plan and apply for college.

- We've previously shared detailed information about our successful college attainment and support programs, such as the Fostering College Success Program in partnership with CUNY and New York Foundling, and the First Star College of Staten Island Academy collaborative, an immersive college-prep program for high school youth in foster care.

As part of Medicaid Managed Care, New York State recently created 6 new Children and Family Treatment and Support Services (CFTSS), which ACS foster care agencies and ACS can bill Medicaid for. Children and youth under age 21, who are covered by Medicaid and have mental health and/or substance use needs can access CFTSS. These new children's services are designed to meet the needs of children and families by identifying mental health needs early, providing support in the home or community and preventing emergency room or hospital visits. The services include psychosocial rehabilitation and community psychiatric supports and treatment, family peer support services and therapy services. These services are available to children and families, including children in foster care.

MEETING NOTES:

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AGENDA ITEM 8 : Foster Care and Education

ACS's responses to the Budget Consultation questions concerning children approaching the end of foster care eligibility were detailed and insightful. They included information concerning a host of partnerships around such programs as the ACS Fostering College Success Initiative; the ACS partnership with First Star, Inc./First Star Academy; the ACS partnership with CUNY and the Hilton Foundation for Transition Age Youth program; the ACS partnership with NYC DYCD for a YAIP+ program; the ACS Office of Education Support and Policy Planning (OESPP); and the ACS Office of Employment and Workforce Development Initiatives (OEWDI).

1. Please update us on the fiscal/financial needs for funding to operate these programs, with a focus on whether funding is adequate to meet perceived needs and demands.
2. Please identify any new initiatives begun or in contemplation since ACS's helpful response to the 2018 questions.
3. Please describe the manner in which ACS evaluates the effectiveness of its programs to address these needs, and provide a summary of the rate of success revealed by such evaluations in the recents or trending years.

AGENCY RESPONSE:

1. Please update us on the fiscal/financial needs for funding to operate these programs, with a focus on whether funding is adequate to meet perceived needs and demands.

We are in constant communication with OMB to identify resources as new needs arise so that we are able to meet our programming and service goals. For FY20, funding will continue for these programs including FirstStar, YAIP+ (now called "Advance and Earn"), and Fostering College Success.

2. Please identify any new initiatives begun or in contemplation since ACS's helpful response to the 2018 questions.

As we noted above, ACS received \$2.8 million one-year CTL funding in the FY2020 Adopted budget to continue and expand our work on the Interagency Foster Care Task Force recommendations, including around kinship placements and family time.

We also received \$10 million one-year CTL funding in the FY2020 Adopted budget to implement a new initiative, called Fair Futures, is to offer youth the supports they need to become successful adults. This model will include coaching for youth in foster care ages 16 and older, as well as additional educational supports, such as tutoring, for youth starting in middle school.

We look forward to sharing more details with you as we work to get these important initiatives underway in FY 2020.

3. Please describe the manner in which ACS evaluates the effectiveness of its programs to address these needs, and provide a summary of the rate of success revealed by such evaluations in the recents or trending years.

Our Office of Education & Employment Initiatives in the Division of Family Permanency Services reviews and monitors all of the programs with our partners (established either via MOU or contract) to ensure that youth are enrolled and participating, and that we support and build provider capacity to implement the models and provide workforce/education support for youth.

Additionally, ACS conducts an annual survey of older youth in foster care to help us incorporate youth needs and voice into our program planning. This year's survey results (<https://www1.nyc.gov/assets/acs/pdf/data-analysis/2018/ACSYouthExperienceSurveyMay152018.pdf>) confirm the importance of the many programs that ACS and our partners offer to help youth in care achieve their educational and workforce goals.

MEETING NOTES:

COMMENTS:

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AGENDA ITEM 9 : Raise The Age Legislation

Please update us on the budgetary impacts of the 2017 “Raise The Age” legislation adopted by the State.

Specifically, in the ACS responses to 2018 Budget Consultation questions, ACS identified four key areas of preparation for the transition from charging and incarcerating 16 and 17 year olds as adults to systems under the aegis of ACS, including (1) New Youth Development Specialist Titles; (2) Construction at Detention Centers; (3) development of new Policies, Protocols and Training; and (4) Interagency Service Improvements for Young People.

ACS noted that no funding was included with the State adoption of the Raise The Age legislation, and that our City had allocated \$51 Million in FY 2019 with goals for increased funding in future fiscal years.

With respect to these efforts, please update us on the following:

1. Please update us on any new initiatives (if any) in addition to those outlined in the ACS responses from the 2018 Budget Consultations.
2. Please provide the FY 2020 and projected FY 2021 funding for these initiatives, and provide details for any shortfall from the projected \$100 Million target for funding by FY 2021.
3. Please summarize whether the funding at the current or anticipated levels is adequate to meet the needs to be addressed through the program and initiatives described in ACS’s responses.

AGENCY RESPONSE:

New Youth Development Specialist Title

As of August 7, 2019, ACS has hired 476 new YDS and expects to hire an additional 200 YDS by the end of the year to fully staff Crossroads and our Admissions and Transport units, as well as continue to transfer YDS to Horizon to allow ACS to incrementally assume operational responsibility for Horizon, which we expect to do by early 2020. It is critical to have sufficient staff in place at Crossroads and Horizon, as the youth population is projected to grow as additional 17-year-olds enter the juvenile justice system starting October 1, 2019.

Construction at Detention Centers

Renovations are well underway at Horizon and Crossroads to make sure that these facilities can meet the demands of a larger population and the unique needs of older youth. The total budget for long-term renovations at both facilities is \$329 million—with \$132 million spent. These contracts fund the immediate health and safety renovations, as well as programmatic expansions to meet the needs of a larger population and older youth. Current construction includes renovations of the medical unit and dormitory halls, wall hardening throughout the facilities, upgraded program areas and classroom spaces, new plumbing and HVAC systems, updated staff and transportation areas, and enhanced security.

Policies, Protocols, and Training

ACS has worked hard to establish a system of care within our secure juvenile detention system that is both grounded in best practice and designed to promote a safe, secure environment for youth and staff, and we intend to maintain and enhance that system. We continue to work in close collaboration with DOC to provide a youth-centered framework for co-administering Horizon as the “specialized juvenile detention facility” required by State law. Further, we worked closely with DOC to create a two week “transition” training program for YDS transitioning to Horizon that includes presentations and information on DOC policies and practices adhered to within Horizon, as well as team-building activities for YDS and CO’s to strengthen working relationships and a sense of shared responsibility for caring

for the youth within Horizon. This transition training program was launched in June 2019 and will continue to September 2019 as cohorts of YDS continue to transfer from Crossroads to Horizon.

Interagency Service Improvements for Young People

Both Horizon and Crossroads provide DOE school on site, mental health services by Bellevue and health care (CHS at Horizon and Floating Hospital at Crossroads).

There is also a wide-range of programming and vocational services at both facilities. These programs include music, art, tutoring, credible messengers, a fatherhood initiative, Girl Vow and Chess. Vocational programming includes certifications such as flagging, OSHA, CPR, barista, and barber.

To aid in our efforts to prevent young people from ever entering the justice system in the first place, we are working with the NYPD to increase access to our Family Assessment Program (FAP). FAP is a juvenile justice preventive program which supports parents and guardians through intensive in-home therapeutic services to help improve family functioning when parents/guardians seek to file a Person In Need of Supervision case in Family Court. Our work with the NYPD aims to help connect families to FAP services when a young person comes into contact with law enforcement, but before the need for court intervention arises. To further increase accessibility to FAP services, ACS's Division of Youth and Family Justice is also working to establish a mobile FAP unit to reach youth and their families directly in the community.

So far, ACS has spent \$82 million in capital funding for Raise the Age. In FY 2019, the City funded ACS \$51 million of expense money for RTA. In FY2020, ACS's budget grows to a total of \$85 million and baselines in FY2021 at \$101 million.

ACS expenses include additional staff at Horizon (program counselors/case managers), Youth Development Specialists (YDS), and Close to Home Expansion.

ACS did not receive any funding from the State to support the implementation of Raise the Age.

MEETING NOTES:

COMMENTS:

NOTES:

AGENDA ITEM 10 : Close To Home

ACS reported in 2018 that the State had reauthorized the "Close to Home" program relating to juvenile justice, but eliminated all funding for the program in our City.

With respect to Close To Home, please update us on the following:

1. Has the State restored any funding relating to the Close To Home program for FY 2020 or FY 2021?
2. Does the City continue to fund this program?
 - 2A. Is the FY 2019 allocation of \$30.6 Million baselined?
 - 2B. What funding has been allocated for Close To Home for FY 2020? Anticipated for 2021?

AGENCY RESPONSE:

ACS's Close to Home initiative has transformed New York City's approach to juvenile justice over the past six years,

and has become a national and international model. In Spring 2019, the Columbia Justice Lab issued a report noting that Close to Home can and should serve as a roadmap for other jurisdictions to emulate. In the years following Close to Home implementation, we have witnessed juvenile crime, arrests, detention and placements plummet in the City.

Compared to the landscape prior to 2012, when NYC kids were housed with the NYS Office of Children and Family Services (OCFS) in large geographically isolated institutions upstate, NYC's system demonstrates how a well-resourced and trauma-informed system can reduce juvenile justice involvement, create new pathways of success for young people, and keep communities safe.

As of August 2019, ACS has a total capacity of 233 Non-Secure Placement (NSP) beds and 66 Limited Secure-Placement (LSP) beds. All Close to Home programs offer structured residential care for youth in a small, supervised, and home-like environment.

Despite the program's success, the state has not restored any funding to support NYC young people who are impacted by the juvenile justice system. We remain deeply concerned that the state budget does not continue the shared state fiscal responsibility for juvenile justice in New York City, which has always existed previously and which continues in the rest of the state. The City has backfilled funding for Close to Home in the amount \$30.6 million in fiscal year 2020, and we seek your support in working to restore the state's commitment in the next state fiscal year.

The total budget for Close to Home is \$110 million (this includes NYC's residential placements and aftercare and reimbursement to OCFS for secure placements when needed).

MEETING NOTES:

COMMENTS:

NOTES:

AGENDA ITEM 11 : Capital Project Update

Please provide an update on the progress since the ACS 2018 Budget Consultation responses on the capital projects in process, including those included in the FY 2018-27 Executive Plan and any additional projects undertaken or contemplated since that Plan.

1. For each, please include any anticipated funding shortfalls or budget issues.

AGENCY RESPONSE:

Renovations are well underway at Horizon and Crossroads—ACS's secure detention facilities that house youth whose cases are pending in Family Court—to make sure that these facilities can meet the demands of a larger population and the unique needs of older youth once the Raise the Age law goes into effect. The total budget for long-term renovations at both facilities is \$329 million—with \$133 million committed in contracts through the Department of Design and Construction and \$82 million spent. These contracts fund the immediate health and safety renovations, as well as programmatic expansions to meet the needs of a larger population and older youth. Current construction includes renovations of the medical unit and dormitory halls, wall hardening throughout the facilities, upgraded program areas and classroom spaces, new plumbing and HVAC systems, updated staff and transportation areas, and enhanced security.

ACS is investing \$14.6 million in capital money to renovate the Children's Center, including improvements to the nursery, nursing suite, and sleeping areas for the children. DDC is managing the project on behalf of ACS.

ACS is currently renovating the Union Hall Workforce Institute space in Jamaica Queens. The build out will feature multiple training spaces, state-of-the-art training/simulation center including a mock courtroom and apartment.

DCAS is managing the \$24.6 million project on behalf of ACS.

MEETING NOTES:

COMMENTS:

NOTES:

AGENDA ITEM 12 : Capital Projects in Progress

Please provide a list of capital projects and their funding for Manhattan for FY 2020 and FY 2021, with cumulative funding changes from the prior Executive Plans.

1. In ACS's responses to the 2018 Budget Consultations, it indicated it would be able to determine if additional resources are needed for any capital projects by October 2018. Please provide any cumulative update on such funding needs.

AGENCY RESPONSE:

ACS's EXE20and Ten-Year Capital Plan (FY19-FY29) represents Capital projects across ACS's portfolio of services including administrative facilities, juvenile justice, child welfare and information technology. The Plan includes City/Mayoral, City Council, and Borough Presidents projects; City Council and Borough Presidents initiate and control their respective projects. The Capital Plan budget cycle has three touch points - September, January, and April.

In the EXE Plan (FY19-FY29), ACS's Capital budget is \$463.8 million (\$509.2 CTL), of which \$443.5 million is for Mayoral projects. The balance of \$21 million is for City Council and Borough President projects. A key change in the plan is the redirection of \$20 million from Crossroads to Horizons for facility improvements.

With regards to Raise the Age, ACS is ongoing discussions with DDC and OMB about future capital needs.

MEETING NOTES:

COMMENTS:

Capital funding is currently in place to renovate facilities impacted by the raise the age initiative

NOTES:

AGENDA ITEM 13 : Capital - Capacity

Please update us on the status of maintaining capacity for ACS-funded programs and facilities located in buildings that are either:

1. Purpose-built and approaching the end of their useful lives; or
2. Approaching the ends of their leases; or
3. Are otherwise expected or susceptible to be redeveloped.

In particular, in the ACS responses to 2018 Budget Consultations, ACS noted that it anticipated the execution of 18 additional lease agreements by the end of FY 2019. Please update us on those agreements, any alternatives, and any budget implications arising from the need to extend or replace such facilities.

AGENCY RESPONSE:

All City-leased and City Owned child care space including play grounds was transferred to the responsibility of DOE as

of July 1, 2019. This included 69 City-leased sites that house EarlyLearn programs. DOE and School Construction Authority (SCA) are handling negotiation and decisions regarding any new leases moving forward.

MEETING NOTES:

COMMENTS:

NOTES:

AGENDA ITEM 14 : Recommended Priorities for Community Board Budget Advocacy

What expense or capital needs would ACS recommend or encourage Community Boards advocate be funded or expanded?

AGENCY RESPONSE:

ACS welcomes a partnership with the community boards, community members and faith-based leaders to support ACS’s many initiatives that we have discussed today.

We are focused on strengthening the work we do to protect children and support families and communities. Using data, evidence-based and best practices, and technology, our systems are strengthened and moving in the right direction. Safety is our top priority at ACS, and across all aspects of our child welfare work, we have increased our ability to keep children safe and support families. We have reduced child protective caseloads, enhanced efficiency and effectiveness by providing new technological tools, improved our oversight and quality assurance processes, and enhanced training and professional development for staff. ACS is committed to equity and addressing historical disproportionate impacts of child welfare. Through primary prevention innovations we are helping strengthen communities and preventing families from becoming involved in the child welfare system.

Board members can also help spread important messages in your community, such as job opportunities to make a difference in the lives of young people, including as a Youth Development Specialist; safety information like Safe Sleep practices; the availability of prevention services to strengthen and support families; and the need for caring individuals to serve as foster parents.

MEETING NOTES:

COMMENTS:

NOTES: