

# Administration for Children's Services

2009 Preliminary Budget

The Administration for Children's Services (ACS) is responsible for protecting the City's children from abuse and neglect. ACS investigates child abuse and neglect reports involving approximately 92,000 children annually and provides preventive services to an average of 31,000 children. ACS provides foster care for approximately 17,000 children through 41 foster care agencies citywide, and helps arrange for the adoption of approximately 1,600 children a year. ACS also funds and supports 253 Head Start centers and enrolls 103,000 children in child care programs through contracted providers.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending by Program</b>					
Adoption Services	\$351,140,439	\$363,277,625	\$379,904,932	\$382,910,291	\$381,815,131
Child Care Services	\$484,307,865	\$514,287,678	\$787,190,215	\$736,166,770	\$731,365,050
Child Welfare Support	\$43,018,626	\$47,400,095	\$43,961,190	\$48,577,451	\$49,447,451
Dept. of Ed. Residential Care	\$62,035,398	\$72,319,229	\$79,552,188	\$70,000,621	\$65,730,241
Foster Care Services	\$676,750,958	\$596,034,975	\$648,083,355	\$644,779,619	\$634,109,410
Foster Care Support	\$54,504,827	\$57,698,016	\$59,040,945	\$57,744,139	\$57,619,139
General Administration	\$110,219,095	\$112,218,719	\$127,571,688	\$134,997,433	\$132,981,111
Head Start	\$197,097,737	\$196,042,464	\$195,324,032	\$210,934,853	\$189,026,239
Preventive Homemaking Services	\$22,588,317	\$23,663,121	\$28,894,580	\$29,515,640	\$29,515,640
Preventive Services	\$124,500,154	\$153,905,018	\$187,251,317	\$211,293,246	\$180,673,212
Protective Services	\$157,482,942	\$189,646,955	\$221,901,283	\$234,939,523	\$234,285,811
<b>Total</b>	<b>\$2,283,646,356</b>	<b>\$2,326,493,897</b>	<b>\$2,758,675,727</b>	<b>\$2,761,859,586</b>	<b>\$2,686,568,435</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$856,008,863	\$791,072,175
Federal - Community Development	NA	NA	NA	\$3,494,514	\$3,494,514
Federal - Other	NA	NA	NA	\$1,230,002,796	\$1,242,636,552
Intra City	NA	NA	NA	\$11,153,044	\$11,157,044
Other Categorical	NA	NA	NA	\$28,582	\$0
State	NA	NA	NA	\$661,171,787	\$638,208,150
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$2,761,859,586</b>	<b>\$2,686,568,435</b>
<b>Full-Time Positions</b>	<b>6,343</b>	<b>6,616</b>	<b>6,885</b>	<b>7,429</b>	<b>7,355</b>

### Adoption Services

Adoption services recruits potential adoptive parents, evaluates their suitability and coordinates the adoption process from the initial planning to finalization court proceedings and provides subsidies to qualified adoptive families. Adoption subsidies are given to families to help with the costs of care of “special needs” children. Special needs means children who for various reasons are harder to match with adoptive parents. The subsidy provides monetary support for the adopted child’s care without imposing an undue financial burden on the adoptive family.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$9,120,461	\$5,231,650	\$4,620,402	\$5,163,799	\$5,163,799
Other than Personal Services	\$342,019,977	\$358,045,975	\$375,284,530	\$377,746,492	\$376,651,332
<b>Total</b>	<b>\$351,140,439</b>	<b>\$363,277,625</b>	<b>\$379,904,932</b>	<b>\$382,910,291</b>	<b>\$381,815,131</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$52,137,921	\$51,042,761
Federal - Other	NA	NA	NA	\$180,422,484	\$180,422,484
State	NA	NA	NA	\$150,349,886	\$150,349,886
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$382,910,291</b>	<b>\$381,815,131</b>
<b>Full-Time Positions</b>	<b>157</b>	<b>82</b>	<b>85</b>	<b>93</b>	<b>93</b>

### Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children eligible for adoption (average)	Demand	NA	3,083	NA	2,805	NA	2,561	NA	2,402
Average time to complete adoption (years)	Outcome	3.0	3.4	3.0	3.5	3.0	3.4	3.0	3.6
Median length of stay in foster care before child is adopted (months)	Outcome	50.0	59.7	50.0	58.0	50.0	54.2	50.0	NA
Children adopted	Output	2,500	2,364	2,500	1,831	2,500	1,562	NA	438

### Child Care Services

ACS's Division of Child Care and Head Start oversees the largest municipal childcare system in the country. Most children are served through contracts with hundreds of private, non-profit organizations that operate childcare programs in communities across the city. Children - ages two months through 12 years - are cared for either in group childcare centers that are licensed by the Department of Health or in the homes of childcare providers that are registered by the Department of Health. ACS also issues vouchers to eligible families that may be used by parents to purchase care from any legal childcare provider in the City. In order for a family to receive subsidized childcare services, the family must meet specific financial and social eligibility criteria that are determined by federal, state, and local regulations.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$10,053,961	\$11,772,191	\$15,997,827	\$18,887,500	\$18,829,500
Other than Personal Services	\$474,253,904	\$502,515,488	\$771,192,388	\$717,279,270	\$712,535,550
<b>Total</b>	<b>\$484,307,865</b>	<b>\$514,287,678</b>	<b>\$787,190,215</b>	<b>\$736,166,770</b>	<b>\$731,365,050</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$257,751,648	\$262,895,024
Federal - Community Development	NA	NA	NA	\$3,494,514	\$3,494,514
Federal - Other	NA	NA	NA	\$445,319,301	\$441,032,676
Intra City	NA	NA	NA	\$6,419,404	\$765,000
Other Categorical	NA	NA	NA	\$4,067	\$0
State	NA	NA	NA	\$23,177,836	\$23,177,836
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$736,166,770</b>	<b>\$731,365,050</b>
<b>Full-Time Positions</b>	<b>251</b>	<b>261</b>	<b>353</b>	<b>377</b>	<b>376</b>

### Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Child care capacity filled (%)	Efficiency	99.0%	96.9%	99.0%	96.1%	99.0%	96.0%	99.0%	92.4%
Abuse and/or neglect reports for children in child care	Outcome	NA	235	NA	295	NA	351	NA	140
Abuse and/or neglect reports for children in child care that are substantiated (%) (Preliminary)	Outcome	NA	18.0%	NA	24.7%	NA	25.4%	NA	31.6%
Family child care (contract) (\$)	Unit Cost	NA	\$5,950	NA	\$6,942	NA	\$7,194	NA	NA
Family child care (voucher) (\$)	Unit Cost	NA	\$5,620	NA	\$6,085	NA	\$6,959	NA	NA
Group child care (contract) (\$)	Unit Cost	NA	\$8,337	NA	\$9,510	NA	\$13,214	NA	NA
Group child care (voucher) (\$)	Unit Cost	NA	\$6,615	NA	\$6,956	NA	\$9,675	NA	NA

## Child Welfare Support

This program provides support to all areas of child welfare, including protective, preventive, and foster care services.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$43,018,626	\$47,400,095	\$43,961,190	\$48,577,451	\$49,447,451
<b>Total</b>	<b>\$43,018,626</b>	<b>\$47,400,095</b>	<b>\$43,961,190</b>	<b>\$48,577,451</b>	<b>\$49,447,451</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$13,064,050	\$13,451,200
Federal - Other	NA	NA	NA	\$24,047,858	\$24,194,888
State	NA	NA	NA	\$11,465,543	\$11,801,363
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$48,577,451</b>	<b>\$49,447,451</b>
<b>Full-Time Positions</b>	<b>702</b>	<b>717</b>	<b>754</b>	<b>767</b>	<b>784</b>

**Dept. of Ed. Residential Care**

This program funds the room and board for non-foster care children placed by the Committee for Special Education into residential facilities.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Other than Personal Services	\$62,035,398	\$72,319,229	\$79,552,188	\$70,000,621	\$65,730,241
<b>Total</b>	<b>\$62,035,398</b>	<b>\$72,319,229</b>	<b>\$79,552,188</b>	<b>\$70,000,621</b>	<b>\$65,730,241</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$42,000,373	\$39,438,145
State	NA	NA	NA	\$28,000,248	\$26,292,096
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$70,000,621</b>	<b>\$65,730,241</b>

## Foster Care Services

When ACS needs to place children in foster care, it generally contracts with a private agency that, depending on the child's needs, places the child either with a foster family or in a congregate care (group home) facility. Contract Foster Care (CFC) payments to service providers are given for per diem care and maintenance for foster care children along with other miscellaneous payments. These monies cover such costs as: food, clothing, shelter, daily supervision, school supplies, a child's personal incidentals, liability insurance with respect to a child, and reasonable travel arrangements, i.e. to the child's home for visitation.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$19,189,088	\$7,779,597	\$101,565	\$0	\$0
Other than Personal Services	\$657,561,870	\$588,255,378	\$647,981,790	\$644,779,619	\$634,109,410
<b>Total</b>	<b>\$676,750,958</b>	<b>\$596,034,975</b>	<b>\$648,083,355</b>	<b>\$644,779,619</b>	<b>\$634,109,410</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$312,539,843	\$257,228,878
Federal - Other	NA	NA	NA	\$116,040,952	\$161,100,614
State	NA	NA	NA	\$216,198,824	\$215,779,918
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$644,779,619</b>	<b>\$634,109,410</b>
<b>Full-Time Positions</b>	<b>333</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children in Foster Care (average)	Demand	NA	18,968	NA	16,706	NA	17,005	NA	16,948
New children entering foster care (Preliminary)	Demand	NA	3,649	NA	4,897	NA	5,651	NA	2,026
Abuse and/or neglect reports for children in foster care	Outcome	NA	1,095	NA	1,256	NA	1,337	NA	453
Abuse and/or neglect reports for children in foster care that are substantiated (%) (Preliminary)	Outcome	NA	14.6%	NA	14.9%	NA	22.5%	NA	36.0%
Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	Outcome	8.6%	8.7%	8.6%	7.8%	8.6%	11.4%	8.0%	10.6%
Median length of stay in foster care before child is adopted (months)	Outcome	50.0	59.7	50.0	58.0	50.0	54.2	50.0	NA

## Foster Care Support

This program provides services related to foster care, including pre-placement, child evaluation, contract agency assistance and foster-parent recruitment.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$54,504,827	\$57,698,016	\$59,040,945	\$57,744,139	\$57,619,139
<b>Total</b>	<b>\$54,504,827</b>	<b>\$57,698,016</b>	<b>\$59,040,945</b>	<b>\$57,744,139</b>	<b>\$57,619,139</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$12,399,628	\$12,343,378
Federal - Other	NA	NA	NA	\$33,433,623	\$33,413,623
State	NA	NA	NA	\$11,910,888	\$11,862,138
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$57,744,139</b>	<b>\$57,619,139</b>
<b>Full-Time Positions</b>	<b>1,050</b>	<b>1,010</b>	<b>977</b>	<b>919</b>	<b>916</b>

## Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children in Foster Care (average)	Demand	NA	18,968	NA	16,706	NA	17,005	NA	16,948
New children entering foster care (Preliminary)	Demand	NA	3,649	NA	4,897	NA	5,651	NA	2,026
Children entering foster care who are placed with relatives (%) (Preliminary)	Outcome	NA	21.4%	NA	25.3%	NA	28.1%	NA	23.6%
Children placed in foster care in their community district (%) (Preliminary)	Outcome	23.0%	21.7%	23.0%	17.8%	23.0%	13.5%	20.0%	11.5%
Siblings placed simultaneously in the same foster home (%) (Preliminary)	Outcome	NA	91.4%	NA	90.2%	NA	85.3%	NA	80.8%
Children in foster care who had two or more transfers from one facility to another (%)	Service Quality	NA	43.3%	NA	45.1%	NA	43.4%	NA	41.8%

## General Administration

This program includes funding for all administrative functions, such as the agency's budget and contract offices, which cannot be clearly linked to specific program areas.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$38,873,682	\$45,295,002	\$54,920,334	\$58,029,185	\$58,006,025
Other than Personal Services	\$71,345,413	\$66,923,717	\$72,651,354	\$76,968,248	\$74,975,086
<b>Total</b>	<b>\$110,219,095</b>	<b>\$112,218,719</b>	<b>\$127,571,688</b>	<b>\$134,997,433</b>	<b>\$132,981,111</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$43,579,049	\$42,807,299
Federal - Other	NA	NA	NA	\$47,959,230	\$47,397,673
State	NA	NA	NA	\$43,459,154	\$42,776,139
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$134,997,433</b>	<b>\$132,981,111</b>
<b>Full-Time Positions</b>	<b>839</b>	<b>1,024</b>	<b>1,017</b>	<b>1,025</b>	<b>1,025</b>

## Head Start

The Head Start program is a federally funded, family-centered child development program for low-income children ages 3-5, that promotes intellectual, social, emotional and physical growth in order to develop each child’s potential for successful living. Head Start offers educational programs for children ages 3 to 5, and a wide variety of opportunities and support services for their families. Head Start is one of ACS’ oldest programs, begun in 1965. The agency sponsors more than 250 Head Start centers in neighborhoods throughout New York City, offering an environment where both children and parents come to learn and grow and achieve.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$4,665,712	\$4,584,306	\$4,703,731	\$5,064,524	\$5,064,524
Other than Personal Services	\$192,432,024	\$191,458,158	\$190,620,300	\$205,870,329	\$183,961,715
<b>Total</b>	<b>\$197,097,737</b>	<b>\$196,042,464</b>	<b>\$195,324,032</b>	<b>\$210,934,853</b>	<b>\$189,026,239</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$21,742	\$21,742
Federal - Other	NA	NA	NA	\$206,552,515	\$178,985,497
Intra City	NA	NA	NA	\$4,341,596	\$10,000,000
State	NA	NA	NA	\$19,000	\$19,000
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$210,934,853</b>	<b>\$189,026,239</b>
<b>Full-Time Positions</b>	<b>89</b>	<b>83</b>	<b>84</b>	<b>93</b>	<b>93</b>

## Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Head Start capacity filled (%)	Efficiency	95.0%	97.7%	95.0%	100.2%	95.0%	98.0%	95.0%	87.6%
Cost per Head Start slot (\$)	Unit Cost	NA	\$8,808	NA	\$8,797	NA	\$10,272	NA	NA

## Preventive Homemaking Services

Homemaking services provide childcare and household management services to families who need help providing a safe, nurturing environment for their children. Through training and support, homecare service providers help families to manage their households independently.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Other than Personal Services	\$22,588,317	\$23,663,121	\$28,894,580	\$29,515,640	\$29,515,640
<b>Total</b>	<b>\$22,588,317</b>	<b>\$23,663,121</b>	<b>\$28,894,580</b>	<b>\$29,515,640</b>	<b>\$29,515,640</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$7,378,910	\$7,378,910
Federal - Other	NA	NA	NA	\$14,757,820	\$14,757,820
State	NA	NA	NA	\$7,378,910	\$7,378,910
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$29,515,640</b>	<b>\$29,515,640</b>

## Preventive Services

General Preventive services are intended to avert the need for foster care placement and to expedite discharge of children from foster care and reunite them with their families.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$10,100,076	\$10,988,260	\$12,495,591	\$11,383,755	\$11,383,755
Other than Personal Services	\$114,400,078	\$142,916,758	\$174,755,726	\$199,909,491	\$169,289,457
<b>Total</b>	<b>\$124,500,154</b>	<b>\$153,905,018</b>	<b>\$187,251,317</b>	<b>\$211,293,246</b>	<b>\$180,673,212</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$71,498,158	\$61,078,280
Federal - Other	NA	NA	NA	\$31,618,170	\$31,618,170
Intra City	NA	NA	NA	\$392,044	\$392,044
State	NA	NA	NA	\$107,784,874	\$87,584,718
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$211,293,246</b>	<b>\$180,673,212</b>
<b>Full-Time Positions</b>	<b>211</b>	<b>219</b>	<b>263</b>	<b>207</b>	<b>207</b>

## Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Children receiving contract preventive services	Demand	NA	28,781	NA	27,304	NA	29,498	NA	30,809

## Protective Services

Protective Services investigates child abuse, maltreatment, and neglect reports and, if necessary, removes the children from their homes and places them into foster care until such time as it is deemed safe for them to return. Protective Services also provides rehabilitative services to children, parents, and other family members involved in order to prevent further abuse.

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget (Jan 24, 2008 Financial Plan)	2009 Preliminary Budget
<b>Spending</b>					
Personal Services	\$135,175,406	\$158,934,161	\$180,418,063	\$202,086,543	\$200,457,346
Other than Personal Services	\$22,307,536	\$30,712,794	\$41,483,220	\$32,852,980	\$33,828,465
<b>Total</b>	<b>\$157,482,942</b>	<b>\$189,646,955</b>	<b>\$221,901,283</b>	<b>\$234,939,523</b>	<b>\$234,285,811</b>
<b>Funding</b>					
City Funds	NA	NA	NA	\$43,637,541	\$43,386,558
Federal - Other	NA	NA	NA	\$129,850,843	\$129,713,107
Other Categorical	NA	NA	NA	\$24,515	\$0
State	NA	NA	NA	\$61,426,624	\$61,186,146
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>\$234,939,523</b>	<b>\$234,285,811</b>
<b>Full-Time Positions</b>	<b>2,711</b>	<b>3,205</b>	<b>3,352</b>	<b>3,948</b>	<b>3,861</b>

## Performance Measures

	Type of Measure	2005 Annual Target	2005 Annual Actual	2006 Annual Target	2006 Annual Actual	2007 Annual Target	2007 Annual Actual	2008 Annual Target	2008 4-Month Actual
Substantiated investigations	Demand	NA	32.6%	NA	35.6%	NA	39.8%	NA	41.7%
Children in completed investigations with repeat investigations within a year (%)	Outcome	NA	20.2%	NA	21.4%	NA	22.0%	NA	20.6%
Children in substantiated investigations with repeat substantiated investigations within a year	Outcome	10.0%	11.5%	10.0%	12.6%	10.0%	14.7%	12.0%	14.0%
Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	Service Quality	100.0%	96.4%	100.0%	94.3%	100.0%	96.0%	100.0%	97.0%