

THE COUNCIL OF THE CITY OF NEW YORK

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Report to the Committee on Finance and the Committees on General Welfare and
Juvenile Justice on the Fiscal 2020 Executive Plan, the Ten-Year Strategy
for Fiscal 2020-2029, the Fiscal 2020 Executive Capital Commitment Plan

Administration for Children's Services

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ACS Overview

This report presents a review of the Fiscal 2020 Executive Budget for the Administration for Children's Services (the agency). The section below presents an overview of the agency's \$2.66 billion budget and how it has changed during the course of Fiscal 2019, followed by a review of the significant budget actions introduced in the Fiscal 2020 Executive Budget. Major issues related to the agency's budget are then discussed. Analysis and highlights of ACS' Ten-Year Capital Strategy, Fiscal 2019–2023 Capital Plan, and Fiscal 2020 Executive Capital Budget follows the discussion of the expense budget. Appendix 1 reports the changes made to the Fiscal 2019 and Fiscal 2020 Budgets since Adoption of the Fiscal 2019 Budget. For additional information on the agency's budget and its various programs, please refer to the Fiscal 2020 Preliminary Budget Report for ACS at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2019/03/125-ACS1.pdf>.

ACS' Fiscal 2020 Executive Budget totals \$2.66 billion, a decrease of \$316.6 million when compared to the Fiscal 2019 Adopted Budget. Personal Services (PS) spending totals \$529.1 million in Fiscal 2020, an increase of \$39.2 million from Fiscal 2019 Adoption, while Other Than Personal Services (OTPS) spending totals \$2.13 billion, a decrease of \$355.8 million over the same period. The ACS Financial Summary below shows ACS' budget, including headcount since Fiscal 2017 and compares the Fiscal 2020 Executive Budget to the Fiscal 2019 Adopted Budget.

ACS Financial Summary						
<i>Dollars in Thousands</i>	2017 Actual	2018 Actual	2019 Adopted	Executive Plan		*Difference 2019 - 2020
				2019	2020	
Spending						
Personal Services	\$465,017	\$500,037	\$489,847	\$508,679	\$529,095	\$39,248
Other Than Personal Services	2,509,076	2,476,743	2,481,858	2,757,581	2,126,048	(355,810)
TOTAL	\$2,974,093	\$2,976,780	\$2,971,705	\$3,266,260	\$2,655,143	(\$316,562)
Budget by Program Area						
<i>Early Care & Education</i>						
Child Care Services	\$919,215	\$900,122	\$797,597	\$966,642	\$529,858	(\$267,739)
Head Start	173,910	157,571	103,207	201,333	1,949	(101,258)
<i>Child Welfare</i>						
Adoption Services	255,496	240,459	273,542	272,795	273,542	0
Child Welfare Support	60,159	69,718	53,899	53,899	53,899	0
Dept. of Ed. Residential Care	102,000	93,958	96,201	96,201	96,201	0
Foster Care Services	513,582	511,397	557,790	550,206	569,384	11,594
Foster Care Support	38,174	40,120	51,700	51,700	51,700	0
General Administration	159,732	161,524	150,065	161,089	170,519	20,454
Preventive Homemaking Services	22,947	26,713	26,713	26,713	20,639	(6,074)
Preventive Services	248,063	290,215	331,260	327,349	331,094	(166)
Protective Services	291,747	322,370	305,444	333,142	325,017	19,573
<i>Juvenile Justice</i>						
Alternatives To Detention	6,974	6,099	1,040	7,602	1,041	1
Juvenile Justice Support	12,699	12,767	12,521	12,620	12,188	(333)
Non-Secure Detention	14,312	10,253	16,176	20,225	19,747	3,571
Placements	128,460	105,763	121,884	145,874	119,171	(2,713)
Secure Detention	26,621	27,732	72,665	38,871	79,193	6,528
TOTAL	\$2,974,093	\$2,976,780	\$2,971,705	\$3,266,260	\$2,655,143	(\$316,562)

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ACS Financial Summary (cont.)						
<i>Dollars in Thousands</i>	2017	2018	2019	Executive Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Funding						
City Funds	\$808,397	\$1,028,868	\$1,015,135	\$1,069,376	\$878,238	(\$136,897)
Other Categorical	321	81	0	0	0	0
State	823,670	693,599	728,185	768,780	743,053	14,868
Federal - Community Development	2,963	2,963	1,728	2,963	0	(1,728)
Federal - Other	1,266,556	1,183,587	1,175,754	1,345,525	1,033,508	(142,246)
Intra City	72,185	67,681	50,902	79,616	343	(50,559)
TOTAL	\$2,974,093	\$2,976,780	\$2,971,705	\$3,266,260	\$2,655,143	(\$316,562)
Budgeted Headcount						
Full-Time Positions	6,343	7,155	7,016	7,168	7,217	201
Full-Time Equivalent Positions	19	61	59	55	55	(4)
TOTAL	6,362	7,216	7,075	7,223	7,272	197

*The difference of Fiscal 2019 Adopted Budget compared to Fiscal 2020 Executive Budget.

The \$316.6 million decrease in ACS' budget is primarily the net result of the transfer to the Department of Education (DOE) of \$369 million for EarlyLearn child care services and Head Start programs, offset by \$51.6 million in additional spending for general administration, protective services, and foster care. ACS' headcount grows by 201 positions, reflecting additional PS spending of \$39.2 million primarily for Child Protective Specialists (CPS), who respond to reports of child abuse, and Youth Development Specialists (YDS), who work with justice-involved youth in ACS' secure detention facilities.

Changes by Funding Source

ACS' budget is a mix of City, State, federal, and intracity revenues. Federal revenue is expected to support 39 percent of the agency's budget in Fiscal 2020. State grants will make up 28 percent, and City tax-levy funds will comprise the remaining 33 percent. Compared to the Fiscal 2019 Adopted Budget, federal funding decreases by \$142.2 million, State funding increases by \$14.9 million, City funding decreases by \$136.9 million, and intracity funding decreases by \$50.6 million.

Significant Programmatic Changes

ACS' planned service and program mix for Fiscal 2020 is marked by the transfer of early childhood education services to DOE on July 1, 2019. The other major changes proposed in the budget for Fiscal 2020 are additional resources for Raise the Age implementation and protective services, as described below.

- **Early Childhood Education Transfer to DOE.** In 2017, the Administration announced the planned transfer of the over \$600 million birth-to-five early childhood education system, including EarlyLearn and Head Start, from ACS to DOE. After a seven-month delay, child care staff, services, and contracts will transfer to DOE on July 1, 2019. Existing contracts will be extended for another year, before DOE selects awardees of its current RFP, with contracts to begin in Fiscal 2021. ACS will continue its administration of the approximately \$530 million child care voucher program that serves 67,000 children. The large decreases in federal, City, and intra City funding are due to the transfer of EarlyLearn and Head Start services to DOE.

Persistent pay disparities between DOE pre-K teachers and similarly educated teachers employed in community-based EarlyLearn centers (excluding Head Start) are currently not addressed in the Fiscal 2020 budget, although discussions are ongoing between the

Administration, day care unions, and management of community-based organizations (CBOs). Additional funding is required to reset wage rates. This is discussed in the "Budget Issues" section below.

- **Raise the Age Implementation.** ACS' jurisdiction over older youth grew with the passage of Raise the Age legislation in April 2017. Raise the Age increased the age of criminal responsibility to 18 in New York State in two phases, with the first commencing October 1, 2018, and the second on October 1, 2019. The Fiscal 2019 Executive Budget added significant resources to ACS, including \$51.3 million in Fiscal 2019, \$84.7 million in Fiscal 2020, and \$100.6 million in Fiscal 2021 and in the outyears. The Fiscal 2020 budget includes \$24.5 million for full-time positions within Secure Detention. This funding will support ACS' goal of hiring 700 Youth Development Specialists (YDS) to staff Horizon and Crossroads juvenile facilities in Fiscal 2020.

The absorption of a larger population of older youth has also placed greater demands on ACS' Capital Commitment Plan, which includes \$205 million for juvenile justice facility renovations. Raise the Age impacts the rest of the juvenile justice system, including Close to Home, when children exit detention and require placement services, or are ordered to engage in alternatives to detention. The City does not meet the eligibility criteria to access nearly all State Raise the Age funding, which requires counties to be under the two percent property tax cap or demonstrate financial hardship.

- **Protective Services.** The Fiscal 2020 Budget includes an additional \$19.6 million for full-time positions within Protective Services. This funding will support ongoing caseload reduction. Over the last two years, ACS has hired over 1,100 new Child Protective Specialists (CPS), bringing the total headcount above 1,900, and placing caseloads at 10.9 to 1 (as of March 2019). Additional supports have been added to increase retention and reduce turnover, such as extension of training time and revision of the training curriculum, enhanced supervision and coaching in field offices, and wellness and staff appreciation activities.

New in the Executive Plan

There are no new needs in ACS' Fiscal 2020 Executive Plan. Other adjustments increase the budget by \$32.8 million in Fiscal 2019, \$10 million in Fiscal 2020, and \$9.3 million in Fiscal 2021 and in the outyears. These expenditures are partially offset by savings in the Program to Eliminate the Gap (PEG) totaling \$23 million in Fiscal 2019, \$27 million in Fiscal 2020, and \$22.4 million in Fiscal 2021 and in the outyears. A complete list of actions since Fiscal 2019 Adoption may be found in Appendix 1 on page 10.

Following the publication of the Executive Plan, the Administration agreed to restore support for several programs funded in Fiscal 2019. These ACS programs, described below, are part of a \$77.7 million restoration deal that will be included in the Fiscal 2020 Adopted Budget. The Council called for restoration of a \$155 million package of programs in its Response to the Fiscal 2020 Preliminary Budget.

- **Foster Care Taskforce Recommendations.** For Fiscal 2019, the Administration agreed that ACS would self-fund \$7.8 million for three foster care taskforce initiatives, as follows: \$3.3 million for kinship navigators to continue to increase adoption and Kinship Guardianship

(KinGAP); \$2.8 million to improve family visiting with parents; and \$1.7 million for workforce employment to support foster care agencies in preparing youth for the workforce.

However, ACS only self-funded the following in Fiscal 2019: \$366,000 for a kinship navigator/specialist pilot with two foster care agencies (Little Flower and Children's Village) and ten kinship specialist positions at ACS; and \$469,000 for a family visiting pilot with two agencies (Children's Aid and Good Shepherd) to improve the quantity and quality of visits and family time.

The recent agreement confirms that \$7.8 million will be added to ACS' Fiscal 2020 budget to fund the three taskforce recommendations.

- **Child Care Contracts.** The Fiscal 2020 budget will include a restoration of one-time Administration funding of \$4.5 million for child care providers previously supported by the Council. In Fiscal 2019, the Council added \$5.4 million in discretionary funding to the Administration's \$4.5 million, for a total of \$9.9 million to expand the reach of the City's subsidized child care system and support longstanding community child care centers.

In addition, after the release of the Executive Plan, the Administration committed to adding the following additional Units of Appropriation (U/As) for enhanced budget transparency.

Program Area	Spending	FY for Introduction of U/A
OCFS Residential	PS	Fiscal 2021
OCFS Residential	OTPS	Fiscal 2021
Adoption Services	PS	Fiscal 2021
Adoption Services	OTPS	Fiscal 2021

ACS' Fiscal 2020 Executive Budget also includes an additional \$32.8 million in Fiscal 2019 and \$10 million in Fiscal 2020 for other adjustments.

- **Head Start Realignments.** Reflecting the extension of Head Start contracts at ACS due to the seven-month delay, \$32.7 million in federal revenues for Head Start are reflected in ACS' Fiscal 2019 budget. There were no programmatic changes, and contracts are still scheduled to move to DOE as of July 1, 2019. ACS' Heat, Light and Power budget also decreases by \$6.7 million in Fiscal 2020 and in the outyears, due to the transition of child care leases to DOE.
- **Enhanced Space Management.** The Fiscal 2020 Executive Plan includes a \$4 million decrease in spending on the cost of operating ACS' city-owned spaces. The savings are part of a citywide initiative to improve the deployment of staff and the usage of workspace by consolidating the City's space footprint.
- **Redeploy.** Redeploy is an extension of an initiative that began in Fiscal 2019. ACS is re-hiring retirees to work for the agency on short-term contracts, generating \$1.1 million in savings in Fiscal 2020 as a result of more efficient staffing. ACS expects to hire 43 full-time equivalent retirees in Fiscal 2020.
- **Lease Adjustments.** Higher rental payments for city-leased properties increase ACS' budget by \$969,000 in Fiscal 2019, and \$2.2 million in Fiscal 2020 and in the outyears.
- **Supervision and Treatment Services for Juveniles Program (STSJP) Transfer.** The budget rolls \$429,000 in underspending for juvenile justice programs from the Fiscal 2018 State grant year

into Fiscal 2019, and provides \$3.2 million in City funding for Fiscal 2019 in advance of State grant award reimbursement.

- **Skilled Trades Overtime.** ACS has instituted minor cost controls of \$215,000 in Fiscal 2020 and in the outyears on skilled trades overtime related to construction and building facilities work.

ACS' Fiscal 2020 Executive Plan builds on this fiscal year's Citywide Savings Program by reducing City tax-levy spending by \$41.7 million in Fiscal 2019, and \$27 million in Fiscal 2020, for a total City tax-levy savings of \$68.7 million. This total exceeds the PEG target that OMB set for ACS of \$68 million across the two fiscal years.

- **Prior-Year Revenue.** As in previous years, ACS reviewed expenses for services and programs and worked to maximize federal and State revenues. The Council called for this in its Fiscal 2020 Preliminary Budget Response. ACS identified \$36.7 million in City tax-levy savings in Fiscal 2019, comprised of prior year fringe reimbursement and federal and State revenue re-estimates across the following program areas: \$18 million for foster care services, including Title IV-E reimbursement; \$12.7 million for non-secure detention; \$4.8 million for juvenile justice support; and \$1.1 million for placements.
- **DYFJ OCFS Payment Savings.** The Council's Budget Response called for savings in ACS' approximately \$111 million placements budget. In Fiscal 2016, the most recent year for which data is currently available, the City paid the State Office of Children and Family Services (OCFS) a total of \$15.2 million to place 51 children. The Administration responded to the Council's Budget Response with a \$5 million baselined reduction in OCFS payments savings, beginning in Fiscal 2019. City placements should continue to be examined for further savings. The population in both City and State placements has decreased by 90 percent since 2009.
- **Family Court Layers.** As a result of the federal Family First Prevention Services Act, passed in February 2018, the cost of attorneys who represent parents in family court proceedings are partially eligible for child welfare revenue. Eligible administrative rates have been applied to generate new non-City revenue totaling \$19.3 million in Fiscal 2020, and \$14.1 million in Fiscal 2021 and in the outyears.
- **Administrative Savings.** The Fiscal 2020 Executive Plan generates \$2 million in OTPS administrative savings in Fiscal 2020 and in the outyears. OMB and ACS reviewed each division's spending on administrative costs – such as travel, consultants, contracts, and supplies – and identified an estimated \$2 million in savings. Future financial plans will further refine the total savings amount.
- **Headcount Reduction Savings.** The Fiscal 2020 Executive Plan removes 90 positions from ACS' budget for a savings of \$660,000 in Fiscal 2020, and \$1.3 million in Fiscal 2021 and in the outyears. As with previous vacancy reductions and citywide hiring freezes, ACS front-line positions such as Child Protective Specialists (CPS), Youth Development Specialists (YDS), and Family Court Legal Services (FCLS) are exempted from the freeze. The City tax-levy amount is relatively low because these positions receive substantial federal and State support. The positions removed include administrative, human resources, finance, and policy and planning titles.

Budget Issues

The following section provides issues and concerns as it pertains to ACS' Executive Budget. With the exception of the concerns about the Early Childhood Education RFPs, the Council called for all of the following issues in its Response to the Fiscal 2020 Preliminary Budget.

- **Pay Parity and Early Childhood Education RFPs.** The Council called for \$89 million to address wage inequities within the City's early childhood education workforce. The Administration has financed its signature initiative, Pre-K for All, in part by paying thousands of community-based organization (CBO) teachers far less than their DOE counterparts. The Administration's effort to expand Universal Pre-K has relied on community-based organization (CBO) providers to serve about 60 percent of the 70,000 Pre-K students.

However, persistent pay disparities between teachers employed by DOE and similarly qualified teachers employed in community-based EarlyLearn and Pre-K centers have impacted the overall stability of the early childhood care and education system. Moreover it has unfairly penalized the diverse staff dedicated to teaching New York City's youngest children, who are often women of color.

In addition, a collection of about 70 CBOs and child care experts signed a letter to the Mayor in April, calling on the Administration to withdraw the DOE's Birth-to-Five RFP and the Head Start/Early Head Start RFP until a comprehensive plan with the resources needed to ensure salary parity and fully cover the costs associated with running a high-quality early education program were included. The letter also raised concerns about the inefficient structure of programs, lack of funding for indirect costs, lack of cost escalators, and penalties due to lack of enrollment.

- **Fair Futures.** The Fair Futures initiative would provide a first-in-the-nation, long-term, comprehensive support system for foster youth, from middle school through age 26, based on a proven coaching model. The Council called for \$10 million to be added to the Fiscal 2020 Executive Budget to initially launch the transformational program, with a commitment to scale up to \$50 million within three fiscal years. The funding would be used to amend foster care agency contracts to provide for the additional supports.
- **Human Services Contracts Indirect Rates.** In order to sustain the current system of contracted social service providers, including key parts of ACS' service portfolio such as foster care, placements, and residential care, the Council urged the Administration to add \$106 million to increase human services providers' indirect rates. This funding would increase the indirect rate to an average of 12 percent, up from 10 percent. By further increasing the indirect rate, non-profits would be better situated to cover operating costs.
- **Baseline One-Year Fiscal 2019 Programs.** The recent agreement between the Council and the Administration excluded \$500,000 in one-time funding for ACS Youth Health. The program was funded by the Administration on a one-time basis in Fiscal 2019, and provides access to inclusive sexual and reproductive health education to children in foster care, juvenile detention, and other City facilities.

In addition, the following reporting and budget structure issues have not been addressed in ACS' Executive Budget.

- **Lack of Transparency in Units of Appropriation.** The Council called on ACS to provide enhanced transparency in program areas by adding U/As for the following ACS Budget Function Analysis areas, which were not included: Juvenile Justice OTPS, Non-Secure Detention OTPS, Preventive Services PS and OTPS, Foster Care Support PS and OTPS, and Foster Care Services PS and OTPS.
- **DOE Residential Care and Cost.** The Council called for ACS to add a performance indicator on the number of students enrolled in DOE residential care programs, and the approximate cost per child.
- **Child Welfare Investigations for Children in Foster Care.** The Council called for ACS to report the actual number of investigations with credible evidence, in addition to the indicator which tracks children maltreated during family foster care placement per 100,000 care days.

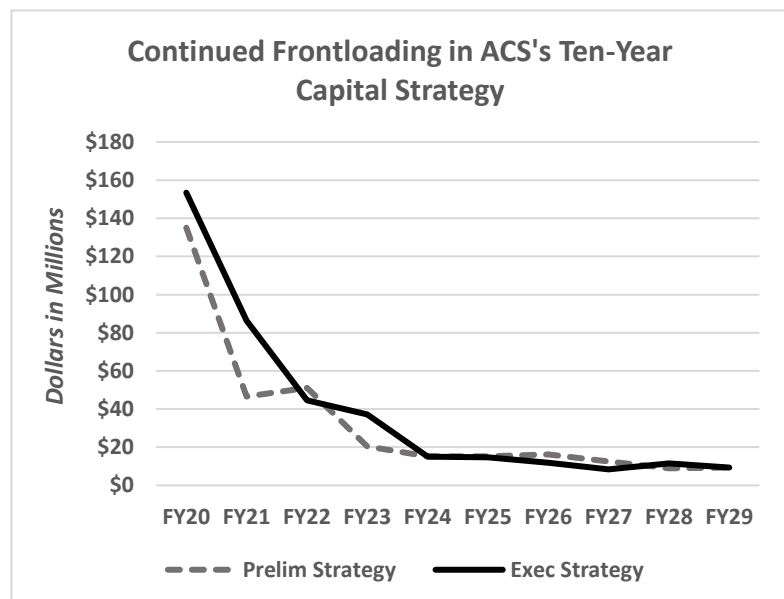
Capital Program

The following sections present reviews of ACS' Ten-Year Capital Strategy for Fiscal 2020-2029 (the Ten-Year Strategy), Executive Capital Commitment Plan for Fiscal 2019-2023 (the Commitment Plan), and Fiscal 2020 Executive Capital Budget (the Capital Budget).

Ten-Year Capital Strategy Fiscal 2020-2029

The City's Ten-Year Strategy totals \$116.9 billion, which is \$21.1 billion larger than the \$95.8 billion Fiscal 2018-2028 Ten-Year Strategy. ACS' Ten-Year Capital Strategy totals \$330.8 million, or less than one percent of the City's total Strategy. ACS' Ten-Year Strategy is broken down into four categories: (1) Child Welfare Facilities, (2) Equipment, Telecoms and MIS (Management Information Systems), (3) Child Care Facilities, and (4) Administrative and Field Offices.

As outlined in the Council's Fiscal 2020 Preliminary Budget Response, the Fiscal 2020-2029 Preliminary Ten-Year Capital Strategy was not true to its name, with many of the Ten-Year Strategy categories facing dramatic declines in planned spending – or no spending – in the second half of the plan. Although the Administration took small steps to reduce frontloading, the Executive Capital Strategy still fails to address planning in the outyears for many city agencies, including ACS, as seen in the adjacent chart.



ACS' total Ten-Year Capital Strategy increased by \$61.6 million, with every category of project receiving additional funding. The increases are as follows:

- \$41.9 million for Child Welfare Facilities, for a total of \$222.7 million;
- \$4.9 million for Child Care Facilities, for a total of \$51.9 million;
- \$3.9 million for Administrative and Field Offices, for a total of \$44.6 million; and

- \$2.9 million for Equipment, Telecoms and MIS, for a total of \$73.2 million.

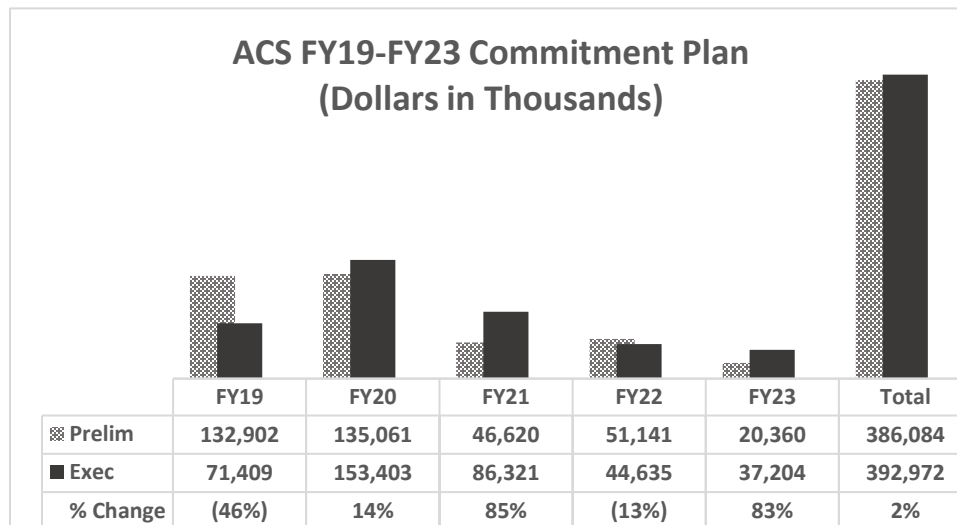
ACS' new Ten-Year Capital Strategy totals \$392.4 million, of which \$352 million are City funds. The ACS Division with the largest amount of funding in the Ten-Year Capital Strategy is the Division of Youth and Family Justice (DYFJ), which receives over \$206.5 million for juvenile justice projects, largely associated with Raise the Age implementation. DYFJ projects include two secure detention facilities, Horizon and Crossroads Juvenile Detention Centers.

Despite the upcoming transfer of the early childhood education system to DOE, \$51.9 million remains in ACS' Strategy to support the renovation of child care centers, including correcting code violations and providing for disabled accessibility. OMB reports that discussions continue regarding the transfer of these projects, which may occur by the adoption of the Fiscal 2020 Budget.

Finally, the Strategy includes \$15.6 million for City Council projects, and \$2.9 million for Borough President projects.

Fiscal 2020 Executive Capital Commitment Plan for Fiscal 2019-2023

ACS' Fiscal 2020 Executive Capital Commitment Plan includes \$393 million in Fiscal 2019-2023, with \$153.4 million in Fiscal 2020. ACS' Executive Commitment Plan increases by \$6.9 million when compared with the Preliminary Plan. This increase reflects the Administration's attempt to more accurately budget for actual commitments, as shown by spending in Fiscal 2021 and 2023, and the net change of adjustments for projects described below. Eighteen percent of ACS' Plan is in Fiscal 2019, and 39 percent is in Fiscal 2020. The remaining 43 percent is spread between Fiscal 2021 and 2023.



Although ACS re-estimated the costs of building or scoping particular projects, no projects were finished and removed from the Plan between the Preliminary and Executive Plans. However the following projects showed noteworthy adjustments in the Plan.

- **Restacking at 150 William St.** The Plan decreases by \$1.7 million for restacking floors at ACS headquarters at 150 William Street, in Manhattan. This reduction is separate from the enhanced space management savings in the expense budget, and is an ongoing project to adjust floor plans as part of overall building renovations.

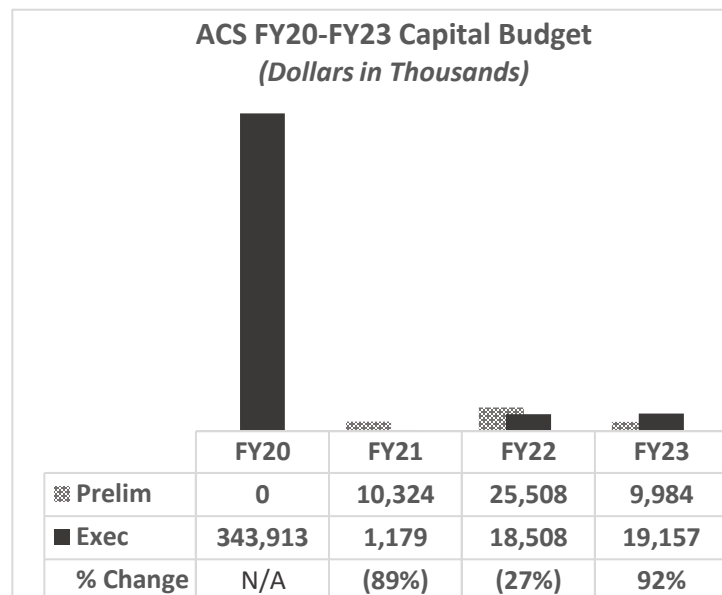
- **Juvenile Justice Construction.** The Plan increases by \$3.7 million for juvenile justice facilities construction due to cost re-estimates at both secure detention facilities: Crossroads Juvenile Center, located in Brooklyn, and Horizon Juvenile Center, located in the Bronx. Construction aims to maximize the existing facilities' operational capacity, and enhance space for programming, recreation, and education. These renovations are managed by the Department of Design and Construction (DDC), not ACS.
- **Nicholas Scoppetta Children's Center.** Following a number of serious issues concerning physical fighting and overcrowding inside the Nicholas Scoppetta Children's Center in Manhattan, which serves as the official foster care intake center for ACS, the Plan increases by \$8 million to improve the Center's High Needs Unit. A total of \$1.6 million is added in Fiscal 2020, \$3.7 million in Fiscal 2021, and \$5.2 million in Fiscal 2022. In the Preliminary Plan, no spending was indicated in these years; however, ACS has moved the money forward and updated the timeline in order to expedite the project.
- **Workforce Institute Construction and Outfitting.** The Plan maintains approximately \$26 million over the Plan for the ongoing construction and outfitting project related to the ACS Workforce Institute. The Executive Plan moves \$1.2 million from a holding line to purchase equipment and furniture in Fiscal 2019. Funding will improve the Workforce Institute's physical plant and enhance capacity, thereby improving training for ACS' workforce. The work is occurring on two sites: Union Hall in Queens and 125th Street in Manhattan. Construction at Union Hall will begin this summer and take over a year. Construction at 125th Street is expected to finish by the winter. Training and services will be added at a later date in order to meet ACS' needs.

Fiscal 2020 Executive Capital Budget for Fiscal 2020-2023

The proposed Fiscal 2020 Capital Budget¹ for ACS, shown below, proposes re-appropriating funding from Fiscal 2019, and proposes new appropriations for Fiscal 2020 through 2023.

Appropriations for Fiscal 2019 total \$365.8 million, and the Executive Capital Budget proposes to re-appropriate at budget adoption \$343.9 million in unspent Fiscal 2019 appropriations in Fiscal 2020.

In addition to the re-appropriated funds, the budget proposes new appropriations of \$50,000 in Fiscal 2020, \$1.2 million in Fiscal 2021, \$18.5 million in Fiscal 2022, and \$19.2 million in Fiscal 2023.



¹ The Capital Budget provides the required appropriations for Fiscal 2020 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.

Appendix 1: Fiscal 2020 Budget Actions Since Fiscal 2019 Adoption

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
ACS Budget as of the Fiscal 2019 Adopted Budget	\$1,015,136	\$1,956,569	\$2,971,705	\$901,890	\$1,764,292	\$2,666,182
New Needs						
None						
Subtotal, New Needs	\$0	\$0	\$0	\$0	\$0	\$0
Other Adjustments						
Afterschool Services	\$0	\$0	\$0	(\$14,000)	\$0	(\$14,000)
Child Welfare Organizing Project, Inc.	5	0	5	0	0	0
City Service Corps (ACS)	(252)	0	(252)	0	0	0
Crisis Management System (CMS) Transfer	(180)	0	(180)	(180)	0	(180)
DC 37 Collective Bargaining	5,543	7,697	13,240	9,499	13,189	22,688
DOITT CyberSecurity	0	327	327	0	533	533
Early Care and Education Restructuring	96,161	112,904	209,066	0	0	0
FY19 COPS Funding	0	1,783	1,783	0	0	0
FY19 P-Code Mod	0	3,194	3,194	0	0	0
FY19 State Doris Grant	0	70	\$70	0	0	0
FY19ACSCWE1 and 2	0	3,829	3,829	0	0	0
FY19HSPY5_BAL	0	19,398	19,398	0	0	0
FY19RESPITE_LW	0	128	128	0	0	0
Lease Adjustment	1,143	0	1,143	0	0	0
Lease Auditing	(79)	(113)	(192)	0	0	0
Local Initiatives	200	0	200	0	0	0
Managers, OJ Titles, and Other Collective Bargaining Agreements	896	1,266	2,162	1,531	2,162	3,694
NFP Transfer	1,016	0	1,016	0	0	0
NYC Service	50	0	50	0	0	0
Transfer of funding from ACS to MOCJ for Child Advocacy Centers	(160)	0	(160)	0	0	\$0
Universal Pre-Kindergarten IC	0	31,775	31,775	0	0	0
Women in Rikers	100	0	100	0	0	0
Workwell NYC Funds	0	20	20	0	0	0
Subtotal, Other Adjustments	\$104,443	\$182,278	\$286,721	(\$3,150)	\$15,884	\$12,734
Citywide Savings Program –Nov. 2019 and Prelim. 2020						
Agencywide Vacancy Reductions	\$0	\$0	\$0	(\$2,764)	(\$3,978)	(\$6,742)
Head Start Realignment	(2,000)	0	(2,000)	0	0	\$0
Prior-Year Revenue	(27,776)	27,776	\$0	0	0	\$0
Subtotal, Citywide Savings Program	(\$29,776)	\$27,776	(\$2,000)	(\$2,764)	(\$3,978)	(\$6,742)
TOTAL, All Changes Prelim. 2020	\$74,667	\$210,054	\$284,721	(\$5,914)	\$11,906	\$5,992
ACS Budget as of the Fiscal 2020 Preliminary Plan	\$1,089,804	\$2,166,622	\$3,256,423	\$895,976	\$1,776,199	\$2,672,175

<i>Dollars in Thousands</i>	Fiscal 2019			Fiscal 2020		
	City	Non-City	Total	City	Non-City	Total
ACS Budget as of the Fiscal 2020 Preliminary Plan	\$1,089,804	\$2,166,622	\$3,256,423	\$895,976	\$1,776,199	\$2,672,175
New Needs - Exec. 2020						
None	\$0	\$0	\$0	\$0	\$0	\$0
Other Adjustments - Exec. 2020						
ACS Take Down for UPK	\$0	(\$3,100)	(\$3,100)	\$0	\$0	\$0
Additional HS Approx. to Grant	0	7,940	7,940	0	0	0
City Service Corps (ACS)	80	0	80	0	0	0
Collective Bargaining	10	12	23	20	25	45
Commuting Vehicles	0	0	0	(11)	(16)	(28)
Crisis Management System at Horizon	0	0	0	(80)	0	(80)
Enhanced Family Conferencing Initiative	0	464	464	0	155	155
Enhanced Space Management	0	0	0	(4,000)	0	(4,000)
Family Court Lawyers	0	0	0	19,347	0	19,347
Federal Funds Adjustment	0	8,812	8,812	0	0	0
Fleet Size	0	0	0	(1)	(2)	(3)
FY19 DCP Case Assignment System	0	(18)	(18)	0	0	0
FY19 Employee Assistance Program Counselor Mod	0	(420)	(420)	0	0	0
FY19 Home Away From Home	0	(280)	(280)	0	0	0
FY19 Special Payments Mod 2	0	902	902	0	0	0
FY19STSJP	0	3,213	3,213	0	0	0
FY19STSJPROLL	0	429	429	0	0	0
Heat, Light and Power	366	0	366	(6,692)	0	(6,692)
Lease Adjustment	397	572	969	906	1,304	2,210
Lease Auditing	(19)	(0)	(20)	0	0	0
Mod to bring ACS budget to PY6	0	(6,948)	(6,948)	0	0	0
OEO funding adjustment	133	0	133	400	0	400
OLR/ACS WorkWell Agreement	0	20	20	0	0	0
Prior Year Revenue	17,987	0	17,987	0	0	0
Redeploy	0	0	0	(524)	(623)	(1,146)
Skilled Trades Overtime	0	0	0	(88)	(127)	(216)
STSJP Transfer	2,232	0	2,232	0	0	0
To Allocate HS Funds to PY6	0	32,655	32,655	0	0	0
To Reverse Temp Mod for PY6	0	(32,655)	(32,655)	0	0	0
Vehicle Right-sizing	0	0	0	(8)	(11)	(19)
Young Men's Initiative	40	0	40	0	0	0
Subtotal, Other Adjustments	\$21,225	\$11,596	\$32,821	\$9,268	\$705	\$9,973
Citywide Savings Program – Exec. 2020						
Administrative Savings	\$0	\$0	\$0	(\$2,000)	\$0	(\$2,000)
DYFJ OCFS Payment Savings	(5,000)	0	(5,000)	(5,000)	0	(5,000)
Family Court Lawyers	0	0	0	(19,347)	0	(19,347)
Hiring Freeze Savings	0	0	0	(660)	0	(660)
Prior Year Revenue	(36,653)	18,666	(17,987)	0	0	0
Subtotal, Citywide Savings Program	(\$41,653)	\$18,666	(\$22,987)	(\$27,007)	\$0	(\$27,007)
TOTAL, All Changes - Exec. 2020	(\$20,428)	\$30,262	\$9,834	(\$17,739)	\$705	(\$17,034)
ACS Budget as of the Fiscal 2020 Executive Plan	\$1,069,376	\$2,196,884	\$3,266,260	\$878,238	\$1,776,905	\$2,655,143