
March 2006

IBO's Programmatic Review of the 2007 Preliminary Budget

*Administration for
Children's Services
(ACS)*

IBO

New York City
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Introductory Note

IBO's programmatic reviews of the 2007 preliminary budgets of selected city agencies are intended to assist the public and elected officials better understand the allocation of budgetary resources to city services by presenting agency budgets in a way that is more closely aligned with the actual programs, functions, and services of major city agencies.

The current city budget presentation inhibits understanding and participation in three ways.

First, agency budgets, organized into broad *units of appropriation*, do not easily allow users to understand how much money is being spent from one year to the next on the programs and services that citizens and their elected representatives care about—programs such as job training, childhood lead-poisoning prevention, HIV/AIDS prevention and treatment, after-school programs, immigrant services, affordable housing construction, and recreation programs.

Second, budget proposals are presented in terms of Financial Plan changes, rather than in terms of year-to-year comparisons. A proposed cut, or “PEG,” of \$1 million in a program is presented without information on how much was previously projected for spending on that program in previous Financial Plans, and whether the \$1 million “cut” would leave spending lower, higher, or the same as previous years' spending levels. This presentation often manifests itself in annual debates over “hidden cuts” and what has been “baselined” in the Financial Plan. This manner of presenting the budget makes it difficult to understand the consequences for agency programs of budgetary decisions.

Finally, it is virtually impossible to link spending decisions to program results. Although at one time the city was a trailblazer in performance reporting, the lack of linkage between performance data reported in the Mayor's Management Report and elsewhere, and clear spending information, makes it difficult for citizens, elected officials, and even agency managers to know what they are getting for their money and to evaluate alternatives. Our programmatic budget presentations integrate existing performance data from the Mayor's Management Report, Capstat, and other sources produced by the Mayor's office alongside spending figures, to provide a unified presentation of both spending and performance.

Our goal in preparing these budget reviews has been to hew as closely as possible to how the agencies themselves present their organization, programs, and services, on their official Web sites and other sources, including using the agencies' own language to describe programs in most cases. While we have sought, and in most cases received, considerable input from agencies in the preparation of the program budget reviews, our presentations are not necessarily how the Mayor's budget office or the agencies themselves would present their budgets, were they to do so in programmatic terms. Nonetheless, we think that our presentations can be instructive and point the way toward how to improve understanding of the city's budget in a way that enhances public participation in the budget process.

IBO will periodically update our program budgets. We will continue to separately issue our analysis of the Preliminary Budget, including of selected agency budgets, as we have every year as required by City Charter section 246.

We welcome your comments or questions, which you may direct to IBO at (212) 442-0632, or by e-mail to ibo@ibo.nyc.ny.us.

Administration for Children's Services

MISSION

The Administration for Children's Services (ACS) provides a broad range of programs that protect and advance the interests of children and families within NYC.

AGENCY DESCRIPTION

The Administration for Children's Services (ACS) protects and ensures the well-being of New York City's children and families. The Department investigates allegations of child abuse and neglect, supports preventive services to families and children, and provides foster care or adoption services for children who cannot safely remain in their homes. The Department also provides subsidized childcare programs and early childhood education through the Head Start program.

FIVE-YEAR EXPENDITURE TRENDS BY PROGRAM AREA

Administration for Children's Services					
<i>Dollars in millions</i>					
	2003 Actual Expenses	2004 Actual Expenses	2005 Actual Expenses	2006 January Plan	2007 Preliminary Budget
Spending by Program Area					
Administration	166.7	143.5	139.6	144.7	146.2
Adoption	317.6	327.4	351.2	325.5	324.4
Child Care	471.5	463.4	488.5	477.2	402.0
Foster Care	892.1	841.6	794.7	739.0	718.3
Head Start	171.4	183.9	197.1	178.8	152.7
Office of Child Support Enforcement	23.9	3.1	0.4	0.2	0.2
Preventive Services	158.9	147.1	157.6	191.5	214.9
Protective Services	143.3	147.4	153.8	171.8	186.4
Financial Plan Savings				15	6
TOTAL	\$2,346	\$2,257	\$2,283	\$2,244	\$2,151
Spending by Object					
Personal Services	429	387	397	404	421
OTPS	1,916	1,871	1,886	1,824	1724
Full-time Personnel*			6,523	6,671	n.a.
Capital Commitments	\$13.11	\$9.90	\$3.82	\$68.82	\$24.79
SOURCE: IBO.					
NOTE: *Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.					

Administration for Children's Services

PROGRAM CHART

Program Area	Programs
Preventive Services	General FRP Homemaking Housing Subsidies Family Preservation Program Aftercare Services Adolescent Services Contract Management Other Programs
Office of Child Support	
Adoption	Adoption Case Management Direct Care Adoption Adoption Subsidies Other Programs
Head Start	
Child Care	
Protective Services	
Foster Care	Contract Foster Care Direct Foster Care Out of State/School Care Independent Living Contract Management Administration Other Programs

Administration for Children's Services
Preventive Services

PROGRAM AREA: PREVENTIVE SERVICES

Preventive services are designed to ensure that children remain safe in the home and to reduce the number of children entering foster care. When ACS receives a report of child abuse or neglect from the State's hotline (the New York State Central Register), an ACS caseworker goes to the family's home to investigate.

During an investigation, the caseworker interviews the child, his or her siblings, parents, other members of the household, teachers, neighbors, clergy, and other significant people involved in the child's life to determine whether there is credible evidence of abuse or neglect. If necessary, the caseworker then identifies services necessary to protect the child and assist the family. Neighborhood-based preventive services may be offered, or if there is imminent risk to the child, the caseworker may remove the child from home and place him or her in foster care.

Preventive services provided by ACS and its network of social service agencies can include family or individual counseling, parenting classes, substance abuse treatment, domestic violence intervention, home care, support for pregnant and parenting teens, and other services.

Preventive Services	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$157,584	\$191,483	\$214,905
Personal services	20,596	16,268	16,268
Other than personal services	136,988	175,215	198,637
Full-time Positions	408	428	n.a.
Programs			
General	\$75,770	\$76,347	\$113,307
Family Rehabilitation Program	15,356	11,745	11,745
Homemaking	23,463	32,237	32,237
Housing Subsidies	3,816	5,040	5,040
Family Preservation	10,860	9,398	9,398
Aftercare	0	18,000	18,000
Adolescent Services	0	6,608	6,608
Contract Management	6,574	4,444	4,444
Other Programs	21,747	27,664	14,127
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Key Performance Measures	Type of Indicator	2002	2003	2004	2005
Children receiving contract preventive services	Output	28,596	30,368	29,451	28,781
Children receiving court ordered supervision	Output	2,770	2,426	2,402	n.a.
Children receiving direct preventive services	Output	3,207	3,051	2,795	n.a.
SOURCE: Mayor's Management Report; ACS Website					

Administration for Children's Services
Preventive Services

General Preventive Services

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

This program also includes \$9 million from a 2006 fiscal reinvestment initiative that recycles the savings produced by the declining foster care population and invests it into preventive support services. Redirecting savings establishes a feedback loop whereby neighborhood-centered family support services continue to hold down the foster care population, generating savings that are re-allocated to additional preventive and aftercare services, and to high performing foster care providers.

General Preventive Services	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$75,770	\$76,347	\$113,307
PS	0	0	0
OTPS	75,770	76,347	113,307
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

General Preventive Services					
Performance Statistics	Type of Indicator	2002	2003	2004	2005
# Cases Opened	Output	8,059	8,235	7,502	n.a.
% Referred by ACS	Output	52.8	52.2	50.2	n.a.
Utilization Rate (% of people referred to service that take part)	Efficiency	92.6%	96.8%	97.1%	n.a.
SOURCES: Administration for Children Services Publication: Outcomes and Indicators.					

Administration for Children's Services
Preventive Services

Family Rehabilitation Program

The Family Rehabilitation Program (FRP) serves families for whom parental substance abuse is a problem. FRP is available to parents involved in a child protective case. However, parents not involved with ACS, who are seeking drug or alcohol rehabilitation can apply directly to a community-based program for services.

Family Rehabilitation Program	2005 Actual	2006 January Plan	2007 Preliminary Budget
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$15,356	\$11,745	\$11,745
PS	0	0	0
OTPS	15,356	11,745	11,745
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO. NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Family Rehabilitation Program		2002	2003	2004	2005
Performance Statistics	Type of Indicator				
# of Cases Opened	Output	893	813	815	n.a
# of Cases Closed	Output	715	761	844	n.a
Total Active Cases	Output	901	1,009	1,004	n.a
Utilization Rate (%)	Efficiency	84.1	92.0	91.9	n.a
SOURCES: Administration for Children Services Outcomes and Indicators FY 2004.					

Administration for Children's Services
Preventive Services

Homemaking Services

Homemaking services provide child care 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 household independently.

Homemaking Services	2005 Actual	2006 January Plan	2007 Preliminary Budget
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$23,463	\$32,237	\$32,237
PS	875	621	621
OTPS	22,588	31,616	31,616
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Homemaking Services	Type of Indicator	2002	2003	2004	2005
Performance Statistics					
Opened Cases	Output	510	314	320	n.a.
Closed Cases	Output	254	326	168	n.a.
Active Cases	Output	1,135	1,111	963	n.a.
Cumulative Cases	Output	1,632	1,455	1,346	n.a.
SOURCES: Administration for Children Services Outcomes and Indicators FYs 2000 - 2004					

Administration for Children's Services
Preventive Services

Housing Subsidies

Rental assistance payments that are designed to help prevent foster care placement due to inadequate housing or homelessness. The subsidies are available to parents with children at-risk of being placed in foster care.

Housing Subsidies	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$3,816	\$5,040	\$5,040
PS	0	1	1
OTPS	3,816	5,039	5,039
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Preventive Services

Family Preservation Program

The Family Preservation Program (FPP) provides short-term, at-home intensive preventive services to families referred or approved by ACS. This program is for high-risk families who are part of a child protection case.

Family Preservation Program	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$10,860	\$9,398	\$9,398
PS	10,860	9,398	9,398
OTPS	0	0	0
Full-time Positions	202	211	n.a.

SOURCE: IBO.
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.

Performance Results:

Family Preservation Program	Type of Indicator	2002	2003	2004	2005
Performance Statistics					
New Referrals (Families)	Demand	1,302	1,446	1,213	n.a.
Referrals Accepted (Opened Cases)	Output	873	1,044	952	n.a.
Active Families	Output	173	210	201	n.a.
Active Children	Output	527	623	579	n.a.
Average Caseworker Caseload	Efficiency	2.1	2.3	2.4	n.a.

SOURCES: Administration for Children Services Outcomes and Indicators FYs 2000 - 2004

Administration for Children's Services
Preventive Services

Aftercare Services

This program delivers services to families with children who were formerly in foster care. Agencies and service providers monitor and assess the needs and functionality of the family during aftercare to prevent the re-entry of the adolescent into the foster care system.

Aftercare Services	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	0	\$18,000	\$18,000
PS	0	0	0
OTPS	0	18,000	18,000
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Preventive Services

Adolescent Services

This program addresses the special needs of young adults – assisting them in developing into healthy, functional citizens with permanent attachments to supportive adults, families, and communities.

Adolescent Services	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	0	\$6,608	\$6,608
PS	0	0	0
OTPS	0	6,608	6,608
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Preventive Services

Contract Management

This program oversees all of the preventive services contracts that ACS has with service provider agencies.

Contract Management	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$6,574	\$4,444	\$4,444
PS	6,574	4,444	4,444
OTPS	0	0	0
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Preventive Services

Other Programs

Miscellaneous programs.

Other Programs	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$21,747	\$27,664	\$14,127
PS	2,288	1,804	1,804
OTPS	19,458	25,860	12,322
Full-time Positions	51	54	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Office of Child Support Enforcement

PROGRAM AREA: OFFICE OF CHILD SUPPORT ENFORCEMENT

The Office of Child Support Enforcement (OCSE) helps custodial parents (parents living with and caring for their children) to obtain the financial support that their children need and deserve from non-custodial parents (parents not living with their children). OCSE strives to improve the quality of life for children living in New York City by ensuring financial support from both parents. Every year the office collects over half a billion dollars in child support payments for New York City's children.

This office is no longer associated with the Administration for Children's Services. It was transferred to the Human Resources Administration in FY 2004. The spending reported here for 2005 and 2006 reflects state and federal grants/funds that have not yet been transferred to HRA.

Child Support Enforcement	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$394	\$229	\$229
Personal services	394	229	229
Other than personal services	0	0	0
Full-time Positions	6	6	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Adoption Services

PROGRAM AREA: 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 Services	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$351,171	\$325,512	\$324,412
Personal services	9,120	9,205	9,205
Other than personal services	342,051	316,307	315,207
Full-time Positions	157	109	n.a.
Programs			
Adoption Case Management	\$5,308	\$3,754	\$3,754
Direct Care Adoption	2,596	3,418	3,418
Adoption Subsidies	342,630	317,261	316,191
Other Adoption Programs	638	1,079	1,048
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: See program sections.

Administration for Children's Services
Adoption Services

Adoption Case Management

Case Management monitors ACS contract foster care agencies to ensure safe and timely permanency for children with a permanency goal of adoption. This program also oversees the diligence of agency efforts to provide services and have children adopted as quickly as possible.

Adoption Case Management	2005 Actual	2006 January	2007 Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$5,308	\$3,754	\$3,754
PS	5,308	3,754	3,754
OTPS	0	0	0
Full-time Positions	85	33	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Adoption Services

Direct Care Adoption

This program provides adoption case management services to ensure timely adoption for foster care children. These services are offered by ACS directly, rather than through outside agencies contracted to provide the services.

Direct Care Adoption	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$3,418	\$3,418	\$3,418
PS	3,418	3,418	3,418
OTPS	0	0	0
Full-time Positions	45	45	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Adoption Services

Adoption Subsidies

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. Subsidy payments are generally given until the child adoptee turns of 21 years of age. Virtually all children adopted in NYC through ACS receive adoption subsidies.

Adoption Subsidies	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$342,630	\$317,261	\$316,191
PS	610	984	984
OTPS	342,020	316,277	315,207
Full-time Positions	16	20	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Adoption Subsidies					
Performance Statistics	Type of Indicator	2002	2003	2004	2005
Adoption subsidy population	Output	32,562	33,268	35,305	34,593
Average adoption subsidy (per child per day)	Output	24.68	22.95	24.3	25.98
Number of children adopted	Output	2,158	2,402	2,452	n.a.
SOURCE: Administration for Children Services.					

Administration for Children's Services
Adoption Services

Other Programs

Miscellaneous programs.

Other Programs	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$638	\$1,078	\$1,048
PS	606	1,048	1,048
OTPS	32	30	0
Full-time Positions	11	11	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Head Start

PROGRAM AREA: 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 also offers family members opportunities and support for growth and change and is absolutely free.

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.

Head Start	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$197,098	\$178,762	\$152,656
Personal services	4,666	5,017	5,017
Other than personal services	192,432	173,745	147,639
Full-time Positions	89	91	n.a.

SOURCE: IBO.
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.

Performance Results:

Key Performance Measures	Type of Indicator	2002	2003	2004	2005
Cost per Head Start slot	Efficiency	\$7,945	\$8,762	\$9,277	\$8,808
Enrollment in Head Start Programs	Output	17,146	16,924	18,075	19,886
Head Start capacity filled (%)	Efficiency	89.4%	89.1%	97.4%	97.7%

SOURCE: Mayor's Management Report 2005.

Administration for Children's Services
Child Care

PROGRAM AREA: CHILD CARE

ACS oversees the largest municipal childcare system in the country and provides quality child care and Head Start services to approximately 75,000 children and their families during the course of the year. ACS does not directly operate childcare programs. 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.

ACS-subsidized child care serves a dual purpose. It promotes family well-being by allowing parents to maintain employment, supporting child protective, foster care and preventive services, and serving families that are homeless or need child care for medical or social reasons. At the same time, it provides the children with a solid foundation for appropriate development and education. Teachers and aides strive to help children develop physically, socially, and emotionally, and each program operated by an affiliated sponsor has an educational component to promote school readiness. Program quality is assured through a thorough annual assessment process as well as regular visits from educational consultants.

Child Care	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$488,492	\$477,192	\$401,965
Personal services	14,238	8,017	8,015
Other than personal services	474,254	469,175	393,950
Full-time Positions	324	328	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Key Performance Measures	Type of Indicator	2002	2003	2004	2005
Enrollment in Child Care Programs	Outcome	61,544	61,429	60,555	61,358
Child Care capacity filled (%)	Efficiency	98.1%	96.8%	96.6%	96.9%
SOURCE: Mayor's Management Report 2005.					

Administration for Children's Services
Protective Services

PROGRAM AREA: 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.

Protective Services	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$153,841	\$171,792	\$186,447
Personal services	22,381	146,244	161,618
Other than personal services	131,460	25,548	24,828
Full-time Positions	2,860	2,915	n.a.

SOURCE: IBO.
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.

Performance Results:

Key Performance Measures	Type of Indicator	2002	2003	2004	2005
Abuse and/or neglect reports responded to within 24 hours of receipt from NYS Central Registry (percent)	Outcome	95.8	96.2	96.9	96.4
Number of Abuse/Neglect Reports	Demand	57,224	55,925	53,894	51,477
Number of Children in the Reports	Demand	88,312	87,315	84,431	79,555
Percent Rapid Response Reports (%)	Efficiency	48.4	54.7	53.4	55.7

SOURCES: Administration for Children Services and Mayor's Management Report 2005.

Administration for Children's Services
Foster Care Services

PROGRAM AREA: FOSTER CARE SERVICES

Foster Care is the area responsible for placing foster care children into various living arrangements for the provision of alternative care for abused, neglected, or dependent children, between birth and the age of majority. These placements result from a court order or a voluntary agreement between the child's parent and ACS.

Foster Care	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$795,123	\$739,047	\$718,289
Personal services	76,776	74,639	74,536
Other than personal services	718,347	664,409	643,753
Full-time Positions	1450	1400	n.a.
Programs			
Contract Foster Care	\$550,434	\$493,358	\$470,071
Direct Foster Care	44,444	52,152	54,783
Out of State/School Care	149,003	151,757	151,757
Independent Living	1,496	755	755
Contract Management	15,949	13,303	13,303
Administration	23,315	18,379	18,379
Other	10,481	9,344	9,241
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Key Performance Measures	Type of Indicator	2002	2003	2004	2005
% of children placed in foster care in their borough	Outcome	64.6	74.9	72.0	76.5
% of children placed in foster care in their community district	Outcome	18.2	22.1	23.0	21.7
% of children entering foster care placed with relatives	Outcome	22.5	19.2	19.4	21.4
% of siblings placed simultaneously in same foster home	Outcome	84.1	89.7	87.3	91.4
% of separated siblings in foster care receiving biweekly visits from their other siblings	Outcome	n.a.	70.8	71.3	72.2
SOURCE: Mayor's Management Report 2005.					

Administration for Children's Services
Foster Care Services

Contract Foster Care

When the 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, school, or mental health professional.

Contract Foster Care	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$550,434	\$493,358	\$470,071
PS	0	0	0
OTPS	550,434	493,358	470,071
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results:

Contract Foster Care	Type of Indicator	2002	2003	2004	2005
Performance Statistics					
Contract Foster Care population	Output	25,512	23,594	20,713	18,134
SOURCE: Administration for Children Services.					

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Foster Care Services

Direct Foster Care

Direct foster care manages a population of children in foster boarding homes and congregate care facilities directly monitored and managed by the Administration for Children's Services.

Direct Foster Care	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$44,444	\$52,152	\$54,783
PS	28,818	37,672	37,672
OTPS	15,626	14,480	17,111
Full-time Positions	483	382	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

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Out of State/School Care

This title is given to a set of loosely related programs that places special needs and special education children, both within and outside the foster care system, into facilities that are either out of state or to those that ACS does not have a contract with.

Out of State/School Care	2005	2006	2007
<i>Dollars in thousands</i>	Actual	January	Preliminary
	Expenses	Plan	Budget
Spending	\$149,003	\$151,757	\$151,757
PS	0	0	0
OTPS	149,003	151,757	151,757
Full-time Positions	n.a.	n.a.	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Foster Care Services

Independent Living

The Independent living program prepares adolescents to live successfully, on their own, by providing them with "life skills" training and preparation.

Independent Living	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$1,496	\$755	\$755
PS	1,496	755	755
OTPS	0	0	0
Full-time Positions	34	31	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Foster Care Services

Contract Management

This title is given to the administrative centers which oversee the various types of foster care service contracts that ACS has with service provider agencies.

Contract Management	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$15,949	\$13,303	\$13,303
PS	15,949	13,303	13,303
OTPS	0	0	0
Full-time Positions	373	422	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
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Administration

This title is given to the administrative centers which oversee and support the various foster care programs.

Administration	2005	2006	2007
	Actual	January	Preliminary
<i>Dollars in thousands</i>	Expenses	Plan	Budget
Spending	\$23,315	\$18,379	\$18,379
PS	\$23,315	18,379	18,379
OTPS	0	0	0
Full-time Positions	414	422	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.

Administration for Children's Services
Foster Care Services

Other Programs

Miscellaneous programs.

Other Programs	2005 Actual	2006 January Plan	2007 Preliminary Budget
<i>Dollars in thousands</i>	Expenses		
Spending	\$10,481	\$9,344	\$9,241
PS	7,196	4,530	4,427
OTPS	3,285	4,814	4,814
Full-time Positions	146	143	n.a.
SOURCE: IBO.			
NOTE: Full-time personnel: Actual as of June 30 for 2002 through 2005; As of November 30 for 2006.			

Performance Results: No reported performance statistics.