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Administration for Children's Services

The New York City Council,
Committees on General Welfare and Higher Education
December 13, 2017

"Oversight – Higher Education Opportunities for Youth Aging Out of Foster Care"

Testimony by
New York City Administration for Children's Services
Julie Farber, Deputy Commissioner
Division of Family Permanency Services

Good afternoon Chair Levin, Chair Barron, and members of the Committees on General Welfare and Higher Education. I am Julie Farber, Deputy Commissioner for the Division of Family Permanency Services (FPS) within the Administration for Children's Services (ACS). With me today is Kathleen Hoskins, Assistant Commissioner, Office of Education Support and Policy Planning (OESPP). On behalf of ACS Commissioner David Hansell, thank you for the opportunity to testify this afternoon. ACS is pleased to share more information with the Council about our work to connect young people in foster care with higher education opportunities—work that is impacting the lives of New York City's young people and positioning the City as a national leader in this area. Education and workforce opportunities are a central component of ACS' Foster Care Strategic Blueprint. This plan identifies key priorities and strategies for improving case practice and results for children and families in the foster care system—from family reunification to kinship placement and adoption to supporting older youth, and we are tracking and reporting our results. As you may have seen, yesterday ACS released our Fiscal Year (FY) 2017 Blueprint Status Report, which highlights the significant progress being made. As we continue to aggressively implement the Blueprint, the reforms are yielding promising results across the foster care system that I will discuss here, before drilling down to the educational and workforce readiness supports and resources that ACS offers for our older youth in care.

Improved Outcomes for Young People in Foster Care

ACS and the de Blasio Administration remain focused on improved outcomes for young people in foster care through significant programs and investments that are targeted to advance the goals outlined in the Blueprint. We thank the Council for its leadership and partnership in this effort and would like to acknowledge Chair Levin for his role in shaping the work of the Foster Care Task Force that Commissioner Hansell is chairing. The Task Force is currently producing a report for the

Council and the Mayor containing actionable recommendations, including to improve education and employment outcomes for young people in foster care, and we look forward to sharing these with you in the coming months. I would also like to acknowledge my team of dedicated child welfare professionals, our foster care agency partners, the advocacy community, and the young people themselves who are striving for success and whose voices are essential to these initiatives.

There are few responsibilities more important than caring for children who have faced the trauma of neglect or abuse and have been removed from their families. Our mission is to achieve the goals of safety, permanency and well-being for every child in foster care. This is why we have built a robust system that is data-driven and evidence-based with trauma-informed practices.

ACS continues to strengthen and support families and keep children with their families when safely possible. The population of children in foster care remains at a historic low, with 8,825 children in foster care as of September 2017. When children must be placed in foster care, ACS works closely with our foster care provider agencies to make sure that families receive targeted services and supports. As a result, the majority of children who enter foster care return home to their families. In FY 2017, more than 2,000 children were reunified. Additionally, the number of children exiting care through kinship guardianship (KinGAP) increased by 10.2 percent from 343 children in FY 2016 to 378 in FY 2017. The City also successfully advocated in support of state legislation that will increase the availability of KinGAP for children in foster care, and particularly older youth. Under the current law, kinship guardians were narrowly defined as related to a child by blood, marriage, or adoption, and guardians could only receive payments up to the child's 18th birthday if they were appointed prior to the child turning 16. Once the new law goes into effect, kinship guardianship assistance payments will be available to the guardians of all children up to age 21, regardless of the child's age when the guardianship was finalized. Additionally, the law expands the definition of potential guardians to include "fictive kin," which could include someone like a close

family friend. The new law will allow more children, including older youth, to achieve permanency while remaining connected to important people in their lives, and families will have access to more financial resources to care for children with KinGAP subsidies.

In FY 2017, 899 children were adopted. ACS is working with our foster care agencies and other stakeholders to reduce the time to adoption finalization by streamlining the various administrative processes required to complete an adoption. In FY 2018 and scaling up through FY 2020, ACS and the Dave Thomas Foundation for Adoption have established an $11 million partnership to expand the Wendy's Wonderful Kids child-focused adoption recruitment model to increase the number of older children, sibling groups, and children with special needs who exit foster care. This important partnership will help connect more children who have been considered "hard to place," to a forever family through adoption and KinGAP.

As we make solid progress toward our goal to connect children and youth to permanent, safe, and loving families, we appreciate the Committees' focus here today on the vulnerable population of older youth in care. While most children and youth in foster care return home, are adopted, or achieve permanency through kinship guardianship, every young person's situation includes its own unique circumstances and challenges, and some will ultimately transition out of foster care to independent living.

The proportion of youth in care age 16 and older with an APPLA[1] goal decreased by five percentage points from December 2016 to November 2017. These young people, who are sometimes described as "aging out of care," receive assistance with medical and mental health services, housing, and education and vocational opportunities so that they are connected to a vast array of resources and supports at ACS, the foster care agencies, and in their communities as they transition out of care. This network of supports includes the option to apply for an "exception to

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[1] APPLA is a federally defined permanency goal that stands for Another Planned Permanent Living Arrangement. *See* https://www.childwelfare.gov/topics/outofhome/foster-care/oppla-appla/.

policy" to remain in care past the age of 21, when foster care in New York State legally ends, so that the young person continues to receive case planning services and ACS-funded housing until the young person achieves appropriate permanent housing and meets their individual service planning goals.

ACS has successful programs underway that help young people in foster care and who are transitioning out of foster care advance their education and career goals. I will now discuss how we are enlisting stakeholders early to plan for education success, offering innovative, targeted supports for young people in college, and building workforce readiness while creating pathways to employment.

Starting Early to Plan for Education Success

The ACS Office of Education Support and Policy Planning (OESPP) works to engage stakeholders early and throughout a child's school career to plan for education success. The Office provides training, resources, and direct technical assistance to frontline casework staff, including staff at ACS' contracted foster care provider agencies. OESPP's work includes collaborating with the Department of Education, working with ACS and provider agency staff to promote school stability for children in foster care, and supporting the educational needs of all youth involved in child welfare services. Nationally, we know that youth in foster care have poorer educational outcomes than their peers. To tackle challenges for our City's youth in care around attendance, school performance, high school graduation and college persistence, ACS is implementing a range of strategies including partnerships with the DOE, increasing education specialists and resources within the foster care system, and arming caregivers and young people with concrete information and resources.

In Fall 2017, ACS and DOE partnered to create the tiered response attendance monitoring program that enhances communication between DOE and ACS provider agencies when students reach a threshold level of absences. The protocol covers foster care youth in grades K-8 and allows for earlier and targeted intervention to address attendance issues that often start in lower grades and lead to chronic absenteeism in high school. In addition to the protocol, we have seen increased notifications to parents or caregivers and ACS when concerns arise regarding older children.

ACS launched a new program in Summer 2017 in partnership with First Star CUNY Staten Island that is designed to support a group of rising ninth grade students successfully though high school to college. The program's goal is to build academic and life skills through tutoring and professional mentoring to prepare young people in foster care for higher education. We enrolled 24 students into the First Star Academy, which extends through four years of high school with year-long monthly sessions and immersive summer residential on campus experiences. This summer, students improved in core subject areas like algebra and writing, and engaged in a variety of enriching activities on-campus and in the community.

To increase the involvement of parents and foster parents in students' education, ACS released, "A Foster Parent's Guide to Education," in Fall 2017 that details foster parents' responsibilities and students' rights regarding education, from birth to age 21. The Guide includes specific, actionable information to help foster parents work with the young person in their care, the agency, and the child's school to support the student's path to higher education. ACS will complete a companion database by Spring 2018 so that students and foster parents can search for educational support directly targeted to youth in care, as well as links to additional education resources in their communities.

In the last three years, our foster care provider agencies have increased access points to work with families by developing new education support offices with 135 staff across 27 agencies. ACS provides each agency with daily technical assistance, professional development, and data support.

ACS continues to track long-term outcomes for young people in foster care who go on to attend college. We are pleased to share that as of Fall 2017, approximately 355 youth are enrolled in two- and four-year college programs at CUNY, SUNY, and other private school and out-of-state-programs. This represents approximately 28 percent of total young people ages 18 and older who are receiving care or support from ACS.[2] Further, we have established partnerships to remove financial barriers so that young people in foster care can enter and persist in college. Through our data matches with CUNY, as well as coordination with the Higher Education Services Corporation and the NYS Office of Children and Families to complete a statewide match for Tuition Assistance Program (TAP) eligibility, we work to make sure that students are maximizing financial aid. Beyond traditional financial assistance, young people receiving ACS services can apply for the federally funded Education Training Voucher (ETV) program to receive up to $5,000 per year until age 23 for items such as tuition, student fees, room and board, books, and supplies.

In Fall 2017, 379 current and former foster youth received ETV funds with assistance from ACS. Moreover, the non-profit agency New Yorkers for Children partners with ACS to provide educational support for young people in foster care, including college scholarships, need-based emergency funds, and a Back-to-School package with a laptop, MetroCard, and gift card for textbooks.

When a young person leaves foster care to attend college outside of the City, ACS provides College Room and Board payments, up to the amount of the monthly foster care subsidy, to offset costs, and in FY 2017, ACS provided 37 students over age 21 with financial support for dorm and

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[2] This includes youth in foster care, as well as youth receiving College Room and Board or an ETP.

meal plan fees, or off-campus rent. Additionally, the program helps students who are away at college and return to the City on school breaks by offering a foster home to the student during those times when campus housing may be closed.

Fostering College Success Initiative

Building on our existing higher education supports, in FY 2017, ACS was extremely pleased to launch our Fostering College Success Initiative with two innovative programs that are specifically designed to meet the needs of students who remain in foster care while attending college. This initiative began with a baselined, multi-year investment from the City that builds up to $2.7 million in FY 2019.

City University of New York (CUNY) Dorm Project

In partnership with CUNY and the New York Foundling, the CUNY Dorm Project supports ACS' goal to increase post-secondary enrollment and college graduation rates for young people in care. ACS conducts outreach with foster care agencies about the program, accepts applications, and enrolls foster youth who may be entering college for the first time or continuing their education. The first group of 50 foster youth who participated in the program were enrolled in academic programs at ten CUNY colleges across the city and were residing in the Queens College and College of Staten Island dormitories. In FY 2018, the residential component expanded to the City College of New York, the program doubled in size to almost 100 students, and it will continue to grow in FY 2019.

Currently, we are serving 93 young people with complete financial support, on-campus housing, and targeted wrap-around services. All students are matched with a CUNY program tailored to their individual needs and that specializes in supporting youth in foster care with academic advisement and social supports. For example, CUNY's Accelerated Study in Associate

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Programs (ASAP) is committed to graduating at least 50 percent of students within three years and has proven to be one of CUNY's most successful community college initiatives, with students in the program graduating at a rate more than double that of similarly situated students. We currently have 37 Dorm Project students enrolled in ASAP. Our partners from CUNY are here today and can describe more about ASAP as well as their other successful programs that support our young people in foster care.

Another key component of the Dorm Project is the provision of 24/7 wrap-around support to the students. ACS has partnered with The New York Foundling to deliver comprehensive support services to the students living on all 3 campuses. College Success Coaches reside onsite at the dorm locations and offer success-driven guidance geared to enhance each student's advocacy and agency skills. The Coaches work with students to navigate the complexities of being a college student. They also provide assistance with workforce readiness by connecting students to internship opportunities in collaboration with CUNY and professional mentorship opportunities with external partners, such as Goldman Sachs and Casey Family Programs. The New York Foundling is here today, and a current CUNY student will also be sharing more information with the Council about his college experience.

The Dorm Project is an innovative approach to promoting the well-being of young people in foster care by helping them become educationally competitive and ready for the workforce. Highlights from the first year include: students achieving A's and B's increased in both semesters with an increase of nine percent in Fall 2016 and 24 percent in Spring 2017; and increases in both GPA and credits earned from the fall to spring semesters. ACS is tracking retention as a key measure of whether a student will persist in and graduate from college. Overall, program retention into the third semester was much higher for students whose first time in any college coincided with their first semester in the Dorm Project; these students persisted at a rate of 82 percent. We look

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forward to sharing the Project's continued accomplishments as more outcome measures become available.

Fostering College Success College Stipend Program

To provide further support for students, ACS rolled out the Fostering College Success College Stipend Program in FY 2017. This investment opens the door of opportunity for foster youth in college by offering a daily stipend that students can use for essentials like personal items, phone payments, transportation, clothing, food, and books that are not covered with financial aid or scholarship funding, and ACS has funded more than $1.9 million as part of the City's baseline investment in Fostering College Success programs. With this critical financial assistance, students are able to further enrich their college experience by engaging in on-campus activities and study abroad travel. Additionally, students in the program gain financial literacy skills through tools designed to help them organize and track their spending.

Building Workforce Readiness and Creating Pathways to Employment

Our Office of Employment and Workforce Development Initiatives, established in 2016 as one of the priorities of our Foster Care Blueprint, oversees a range of programs that are producing results by helping youth developing workforce readiness and skills and prepare for employment.

In Spring 2016, ACS partnered with the Department of Youth and Community Development (DYCD) to launch the Young Adult Internship Program PLUS (YAIP+) program. This program is built on the existing YAIP model and is specifically designed to serve current and former foster youth as well as juvenile justice youth. Of the 100 current and former foster youth who have enrolled, 90 percent completed all program requirements. More than half (56 percent) completed their internships and were hired into permanent jobs, while an additional 30 percent of the program

participants continue to advance their educational goals. ACS and the foster care agencies also referred more than 750 youth to DYCD's Summer Youth Employment Program.

In addition to these activities, ACS continues to innovate with cutting edge models to enhance the outcomes for young people in our system. We are providing on-site technical assistance and capacity building to our foster care agencies and internships for youth through several new partnerships.

- Six foster care agencies are implementing the Young Adult Work Opportunities for Rewarding Careers (YA WORC) model, with intensive training and support from The Workplace Center at Columbia University. This program provides agency staff with training and hands-on technical assistance to conduct career planning, develop Career Club peer groups, utilize labor market employment strategies, and develop relationships with employers. To date, over 100 youth have been enrolled into the YA WORC initiative.

- ACS and The Pinkerton Foundation are partnering to coordinate a mentored internship program. The Foundation provided 8 foster care agencies with funding for dedicated staff and engaged professional development organizations to support agency leadership and internship coordinators as they help prepare foster youth to succeed in the workplace. The program goal is to place 200 young people in supported internships within agency departments, who will work closely with well-trained supervisors to develop their soft-skills and work readiness.

ACS is also a partner in two major initiatives that are launching now.

- In October, the Manhattan District Attorney announced a commitment of $3.75 million to two agencies that work with foster youth, Graham Windham and The Door, to enhance and

expand innovative programs, including education and employment services, for youth transitioning out of foster care.[3]

- New Yorkers for Children (NYFC), ACS, and Youth Villages are partnering to implement YVLifeSet, a nationally recognized model to improve outcomes for older youth in care. NYFC applied on behalf of ACS and was awarded match funding to implement YVLifeSet in partnership with 2 foster care agencies over the next 3 years. This model will roll out to two pilot agencies starting in Spring 2018, and we look forward to sharing further details about this with the Council.

Closing

We appreciate the opportunity to discuss higher education opportunities for youth in our system, including those aging out of foster care. We are proud of the work we have done to create and sustain vital programs that support foster care youth in achieving their higher education and employment goals. We are pleased to partner with the City Council in our continuing efforts to improve the foster care experience of our City's youth so that each young person can successfully pursue a path of education, enrichment, and independence. We are happy to take your questions.

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[3] http://manhattanda.org/press-release/da-vance-invests-375-million-support-youth-aging-out-foster-care

FY 2017

NYC
**Administration for
Children's Services**

FOSTER CARE
STRATEGIC BLUEPRINT
STATUS REPORT

ACS is aggressively implementing a Foster Care **Strategic Blueprint** that identifies key priorities and strategies for improving case practice and results for children and families in the foster care system—from family reunification to kinship placement and adoption to supporting older youth. While much work remains, this focus, combined with the unprecedented investments by the de Blasio administration to strengthen child welfare, is yielding promising results.

We are building the foster care system's capacity to improve outcomes for children and families through the implementation of proven models, providing cutting edge training to the foster care workforce and using data analytics to target and fix administrative processes that cause delays in achieving permanency. Through our new ACS Accountability Office and intensive provider monitoring systems, ACS closely tracks and measures both ACS and provider performance to identify bright spots and practice concerns, and take the necessary steps to scale the bright spots and address the concerns. Through new functions established in 2016, ACS continues to provide a range of technical assistance resources to our foster care agency partners.

In June 2017, ACS convened the first meeting of the Foster Care Interagency Task Force, which was established through legislation introduced by City Council Member and Chair of the General Welfare Committee Steven Levin and signed by Mayor de Blasio. The task force includes foster youth, parents, advocates, foster care agencies and leadership from the City Council, the Office of the Public Advocate, the Department of Social Services (DSS/HRA/DHS), the Department of Education (DOE), the Department of Youth and Community Development (DYCD), the Department of Health and Mental Hygiene (DOHMH), and the City Housing Authority (NYCHA). The Task Force will produce a report with recommendations in 2018. This kind of interagency collaboration is critical to improving outcomes for kids and families. We look forward to incorporating these recommendations into the Foster Care Blueprint and to partnering with our sister agencies and other stakeholders to implement them.

There are few responsibilities more important than caring for children who have been removed from their families and working to achieve family reunification, adoption or kinship guardianship. We want to acknowledge the dedicated work of ACS staff, the foster care agencies, the legal advocates and the Family Court who are working day in and day out to improve outcomes for children and families, as well as our foundation partners and other stakeholders who are partnering with ACS to help advance the reform initiatives described in this report.

Sincerely,

David A. Hansell, Commissioner

Julie Farber, Deputy Commissioner, Division of Family Permanency Services

NYC
Administration for
Children's Services
FY 2017 Foster Care
Strategic Blueprint Status Report

#ACSFORWARD

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The ACS Foster Care **Strategic Blueprint** identifies key priorities and strategies for improving case practice and results across the foster care system—from family reunification to kinship placement and adoption to supporting older youth.

The Strategic Blueprint is yielding promising results.

HISTORICALLY LOW CASELOADS

Consistent with best practice standards, family foster care caseloads average 10-12 children, and the majority of case planners have caseloads under 12.

CUTTING EDGE TRAINING

The ACS Workforce Institute is providing training and professional development to significantly enhance the capacity of the child welfare workforce.
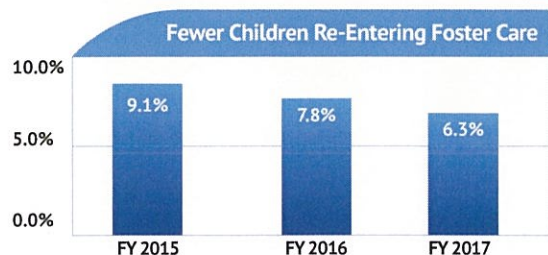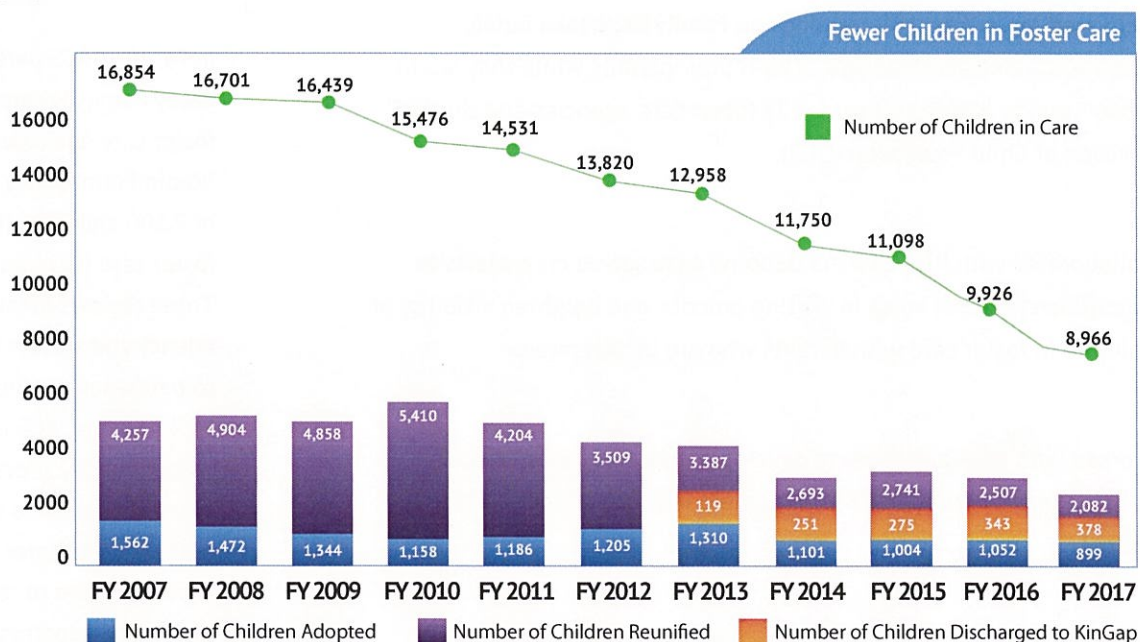
EVIDENCE-BASED PROGRAMS

ACS has implemented proven interventions to address trauma, mental health and other challenges faced by children and families.

DATA-DRIVEN DECISION MAKING

ACS is using data analytics and improving processes in order to accelerate permanency for children and families in the foster care system.

PROGRESS

ACS has made significant progress, **dramatically reducing the number of children in foster care** and narrowing the gap between the number of children in care and the number exiting to permanency.

Fewer Children in Foster Care

Number of Children in Care:
16,854 (FY 2007), 16,701 (FY 2008), 16,439 (FY 2009), 15,476 (FY 2010), 14,531 (FY 2011), 13,820 (FY 2012), 12,958 (FY 2013), 11,750 (FY 2014), 11,098 (FY 2015), 9,926 (FY 2016), 8,966 (FY 2017)

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Number of Children Adopted	1,562	1,472	1,344	1,158	1,186	1,205	1,310	1,101	1,004	1,052	899
Number of Children Reunified	4,257	4,904	4,858	5,410	4,204	3,509	3,387	2,693	2,741	2,507	2,082
Number of Children Discharged to KinGap							119	251	275	343	378

Fewer Children Re-Entering Foster Care

FY 2015	FY 2016	FY 2017
9.1%	7.8%	6.3%

Fewer children are returning to foster care. The proportion of children re-entering foster care following reunification or KinGAP (kinship guardianship) has declined substantially from 9.1 percent in FY 2015 to 7.8 percent in FY 2016 to 6.3 percent in FY 2017.

No Time to Wait
Shortening Lengths of Stay in Foster Care

REUNIFYING FAMILIES

The majority of children who enter foster care return home to their families. More than 2,000 children were reunified in FY 2017. A sharp reduction in new entries to foster care in FY 2016 contributed to a 17 percent decline in the number of reunifications from FY 2016 to FY 2017.

IN FISCAL YEAR 2017, ACS:

Delivered more than 100 trainings on Family Time (aka family visiting, the time children spend with their parents while they are in foster care) to 2,000 staff across 27 foster care agencies and the ACS' Division of Child Protection (DCP).

Collaborated with Rise and the Osborne Association on **projects to strengthen parental voice** in visiting practice and heighten visibility of children in foster care with parents who are incarcerated.

Worked with Public Catalyst to develop **a new assessment tool** that is being implemented in FY 2018 to help **improve agency visiting spaces.**

Worked with foster care providers to **enhance approaches to supporting families during the time of reunification** (i.e., trial/final discharge). Providers are receiving additional ACS funding in FY 2018 to implement these new models.

RAPID PERMANENCY REVIEWS

casey family programs
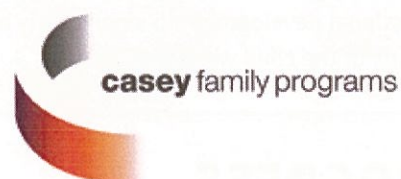
In FY 2017, ACS partnered with Casey Family Programs and our foster care agencies to conduct "Rapid Permanency Reviews" (RPRs) of 2,500 children who had been in foster care for more than two years. These reviews identified case, agency and system level barriers to permanency. Based on the RPR findings, ACS is streamlining administrative processes and providing targeted technical assistance to foster care agencies to reduce time to reunification and accelerate adoption and KinGAP in appropriate cases.

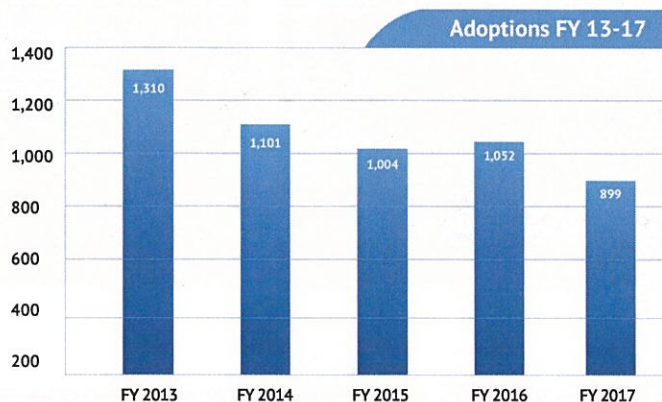# No Time to Wait
Shortening Lengths of Stay in Foster Care

ADOPTION

899 children were adopted in FY 2017. The vast majority (91%) of children who are eligible for adoption, (i.e., children who are legally free and have a court-approved goal of adoption), are

Adoptions FY 13-17

FY	Adoptions
FY 2013	1,310
FY 2014	1,101
FY 2015	1,004
FY 2016	1,052
FY 2017	899

already placed with the family who is on track to adopt them. ACS is working with the foster care provider agencies and key stakeholders to speed up legal and administrative processes.

In FY 2017, ACS provided "open adoption" trainings to more than 700 provider agency staff and ACS attorneys, and organized open adoption learning exchanges with legal advocacy organizations and the Family Court in all 5 boroughs. Research shows that an ongoing relationship between members of the birth family and adoptive family can benefit all members of the extended family of adoption.

KINSHIP GUARDIANSHIP

The movement of children to permanency through kinship guardianship (KinGAP) continued an upward trend. The number of children exiting care to KinGAP

A steady increase in the # of Children Exiting Foster Care to KinGap

Year	Children
2013	119
2014	251
2015	275
2016	343
2017	378

increased by 10.2 percent from 343 children in FY 2016 to 378 in FY 2017.

AN $11 MILLION PARTNERSHIP WITH THE DAVE THOMAS FOUNDATION FOR ADOPTION
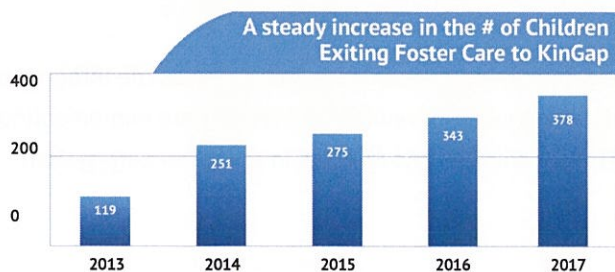
Dave Thomas Foundation *for* Adoption®

Finding Forever Families for Children in Foster Care

Beginning in FY 2018, in partnership with the Dave Thomas Foundation, ACS will expand the Wendy's Wonderful Kids (WWK) child-focused adoption recruitment model to increase the number of older children and children with special needs who exit foster care to adoption or KinGAP. Through this $11 million partnership, by Fiscal Year 2020, a total of 43 WWK recruiters will be working across the city to identify forever families for children in foster care.

Enhancing Work with Children and Families

STRONG FAMILIES

Through ACS' largest foster care initiative ever, Strong Families NYC, ACS lowered caseworker/supervisory caseloads, implemented a universal trauma screening and scaled evidence-based models. Launched in 2014 with funding flexibility provided through a federal waiver initiative, ACS has implemented the following:

LOW CASELOADS: Caseloads averaging 10-12 per worker and Supervisor to Worker ratio of 1 to 4.

TRAUMA SCREENING: Screen every child who enters family foster care to assess their level of exposure to trauma using a nationally recognized screening tool (CANS). This assessment helps agencies to identify specific services to meet the unique needs of each child.

ATTACHMENT AND BIOBEHAVIORAL CATCH-UP (ABC): A research-proven intervention for improving parent/child interactions to reduce the effects of traumatic stress on children. ABC is now available to all children ages 6 months to four years old while they are in foster care and when they are reunified with their parents.

PARTNERING FOR SUCCESS: Expands access to mental health resources and improves the integration of child welfare and mental health services. Child welfare and mental health staff have been trained and are implementing this model, which includes Cognitive Behavioral Therapy Plus (CBT+), for children and families in the foster care system.

Preliminary data suggest promising results. Chapin Hall is conducting a full evaluation of Strong Families NYC.

Strengthening Foster Care Agency Case Practice

OVERSIGHT

ACS implements an intensive provider oversight, accountability and quality assurance system that includes:

- Monthly safety checks of each provider to ensure that every child and family is being visited and seen on the appropriate schedule.
- Monthly data reports with key indicators directly related to the goals of the Foster Care Strategic Blueprint.
- Statistically representative case review audits performed twice a year on every provider.
- Quarterly outcomes analyses of each provider's key targets, along with quarterly monitoring sessions.
- Annual provider Scorecard assessing each agency's overall performance.
- Heightened Monitoring and Corrective Action plans when necessary.

CASE CONSULTATION & TECHNICAL ASSISTANCE

In 2017, ACS continued to leverage new case consultation and other resources that were established in 2015 and 2016 for foster care providers:

- ACS' Office of Strategic Program Support provided technical assistance to help foster care agencies implement best practices, business process improvements and enhanced performance management strategies.
- ACS' Office of Shared Response and Senior Practice Consultants stationed at several agencies provided consultations on thousands of individual cases.
- Every foster care agency developed and implemented a Collaborative Quality Improvement (CoQI) plan. These have resulted in measureable improvements in key practice areas including casework contacts with parents, parent/child visits and supervision of case planners.

NEW FISCAL MODELS

In FY 2018, ACS is launching a major multi-year project to identify and develop new fiscal models that will inform the ways that both our preventive and foster care systems are re-procured. Through this work, ACS is developing funding structures that are better aligned with our desired outcomes for children and families and are sustainable for providers.

THE ACS WORKFORCE INSTITUTE

In FY 2017 the ACS Workforce Institute – a partnership with CUNY – provided a range of critical training and professional development to foster care agency staff including:

- Training in evidence-based models serving children and families in foster care:
  - Attachment and Bio-Behavioral Catch Up (ABC);
  - Child and Adolescent Needs and Strengths (CANS-NY); and
  - Partnering for Success (PfS).
- Training on open adoption, delivered in partnership with **Fostering Change for Children.**
- Training to build the capacity of staff to prepare youth for careers and the world of work, delivered in partnership with the **Workplace Center at Columbia School of Social Work.**
- In addition, foster care agency staff participated in foundational courses provided through the Workforce Institute in Motivational Interviewing and Building Coaching Competency as well as specialized courses in the following:
  - Safety and Risk: Investigation, Synthesis, and Assessment
  - Child Sexual Abuse: Protective Strategies
  - Motivational Interviewing: Engaging Families with Repeat Involvement in the Child Welfare System
  - Motivational Interviewing: Engaging Girls and Young Women
  - Motivational Interviewing: Engaging Fathers
  - Engaging Parents with Cognitive and Other Developmental Limitations
  - Using Case History to Inform and Strengthen Practice
  - Case Review for Managers: Synthesizing Information

Improving Foster Care Placements to Enhance the Well-Being of Children

HOME AWAY FROM HOME (HAFH)

Our Home Away from Home (HAFH) initiative is focused on increasing placement with kin, redesigning the way we recruit and support foster parents and enhancing all parts of our placement continuum, in order to improve child well-being.

Fiscal Year 2016

- Received a $1.1 million grant from the Conrad N. Hilton Foundation to support the HAFH initiative.
- In partnership with national experts Public Catalyst and Action Research Partners, completed the diagnostic phase of HAFH, including intensive data and process analysis and a review of best practices.
- Upgraded the technology for the ACS WishLine (212-876-WISH) where New Yorkers interested in fostering or adopting can call for information.
- Established a uniform foster parent application form.
- Expanded specialized placements for older youth with three new Youth Reception Centers in partnership with Good Shepherd, Mercy First and HeartShare, and added a new Host Homes program with specialized family foster homes for older youth in partnership with Children's Aid Society.
- Implemented major enhancements at ACS' Nicholas Scoppetta Children's Center including hiring dozens of new child care, clinical and child development staff, enriching programming, and providing intensive staff training on trauma sensitive interventions.
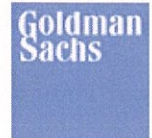
Fiscal Year 2017

- Increased the number of newly certified foster homes.
- Awarded $2 million in additional funding to providers to launch a two-year pilot to implement and test new foster parent recruitment and support strategies.
- Established a $300,000 flex fund to cover certain expenses to become a foster parent.
- In partnership with Public Catalyst and Action Research Partners, provided intensive technical assistance to foster care agencies to increase placement with kin and enhance foster parent recruitment and support.
- Developed and implemented new tracking and management tools to support foster care agencies.
- In partnership with Sheltering Arms, developed a new, trauma-sensitive reception center for younger children in the Bronx that opened in September 2017.

- **Redesigned the Children's Center Nursery and implemented** additional enhancements in staffing and programming. ▼

Improving Education & Employment Outcomes and Pathways to Adulthood for Youth in Care

- ACS expanded our **Fostering College Success Initiative partnership with CUNY,** which provides year-round housing, with financial, academic and social service supports for foster youth in college. As of FY 2018, the program expanded from 50 to 93 students and now includes dorm sites at **Queens College, College of Staten Island and City College.** The program will ultimately grow to serve 200 students. The **New York Foundling,** a leader in educational services and supports for children in foster care, is providing 24/7 on-campus support services at each of these locations. An additional 113 students residing on campus at several public and private colleges are also receiving financial support. **Goldman Sachs** has partnered with ACS to serve as mentors for foster youth in college and held a Career Day for students.

- 25 foster youth completed the **FirstStar** summer academic academy at the CUNY College of Staten Island. The First Star CSI Academy program provides school year and summer academic and social-emotional support to help ninth grade foster youth stay on track for high school graduation and prepare for higher education.

- Our **ACS Office of Employment and Workforce Development Initiatives** (established in 2016) continued to develop and support a range of initiatives to enhance youth readiness for the world of work:

  o ACS launched a new **Drivers Education Program** and enrolled more than 100 youth.

  o ACS partnered with The **Pinkerton Foundation** to fund a **mentored-internship program** that will launch in January 2018 and serve approximately 200 youth across eight foster care agencies – Catholic Guardian Services, Children's Aid Society, Children's Village, Graham Windham, Good Shepherd Services, HeartShare St. Vincent's, New York Foundling and Sheltering Arms.

  o More than 100 current and former foster youth have enrolled in the newly established **Young Adult Internship Program PLUS (YAIP+) developed by the NYC Department of Youth and Community Development (DYCD)** in partnership with ACS.

  More than half (56 percent) completed their internships and were hired into permanent jobs. An additional 30 percent have continued to advance their educational goals.

  o ACS partnered with DYCD to support the **Summer Youth Employment Program (SYEP).** ACS and foster care provider agencies referred more than 750 youth to SYEP.

  o Six foster care agencies (Children's Aid, Forestdale, Heartshare St. Vincent's, JCCA, Leake and Watts, The Children's Village) are implementing the **Young Adult Work Opportunities for Rewarding Careers (YA WORC)** model, with intensive training and support from The Workplace Center at **Columbia University.**

FY 2017 Foster Care
Strategic Blueprint Status Report

NYC
Administration for
Children's Services

#ACSFORWARD

11

Our Partnerships

FOSTER CARE AGENCIES

Abbott House

Cardinal McCloskey

Catholic Guardian Services

Cayuga Centers

Children's Aid Society

Children's Village

Coalition for Hispanic Family Services

Edwin Gould Services for Children and Families

Forestdale, Inc.

Good Shepherd Services

Graham Windham

HeartShare St. Vincent's Services

The Jewish Board of Family and Children's Services

JCCA

Leake & Watts

Little Flower Children and Family Services

Lutheran Social Services

Martin De Porres

MercyFirst

New Alternatives for Children

The New York Foundling

OHEL Children's Home and Family Services

SCO Family of Services

Seamen's Society for Children and Families

Sheltering Arms

St. Dominic's Home

St. John's

NATIONAL EXPERTS AND FOUNDATIONS:

Action Research Partners

Casey Family Programs

Center for the Study of Social Policy (CSSP)

Chapin Hall

Conrad N. Hilton Foundation

Dave Thomas Foundation

Doris Duke Foundation

Fostering Change for Children

Ira W. DeCamp Foundation

Joseph LeRoy and Ann C. Warner Fund

Foster America

National Implementation Research Network

National Center for Evidence-Based Practice in Child Welfare, University of Maryland, School of Social Work

New York Community Trust

New Yorkers for Children

Public Catalyst

Redlich Horwitz Foundation

Tiger Foundation

Pinkerton Foundation

The Workplace Center at the Columbia School of Social Work

Notes

2017 Year-End Foster Care
Strategic Blueprint Status Report

#ACS FORWARD

NYC
Administration for
Children's Services

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The City University of New York

City Council General Welfare Committee

City Council Higher Education Committee

December 13, 2017

Higher Education Opportunities for Youth Aging Out of Foster Care

Testimony of

Shirley de Peña

University Director for Youth Matter, Office of Special Programs

The City University of New York

Good Afternoon Members of the City Council's General Welfare and Higher Education Committees:

I appreciate the opportunity to provide testimony at today's joint public hearing focusing on Higher Education Opportunities for Youth Aging Out of Foster Care.

Young people that have been involved with the child welfare system face significant challenges because of their experiences. Some of these burdens include physical and psychological trauma, lack of financial support that includes food and housing insecurity, academic challenges, lack of preparation, and a culture of low expectations.

With respect to opportunities in higher education, foster youth are among the most disadvantaged. For many, higher education can be a ticket to a better life; unfortunately, many foster youth face unique and significant barriers in higher education. Studies suggest that college students who have been in foster care continue to lag behind their peers with respect to college retention and graduation, even when compared to low-income, first generation students. Nationally, of the 20% of Foster Youth that attend college, only 2-9% graduate.

Foster youth who attend college may face additional hurdles once they get there. One such hurdle is the cost of living. Youth in foster care cannot succeed academically if they have basic unmet school-related needs. Furthermore, many studies suggest that the most pervasive challenge is a lack of supportive relationships with adults in and out of school.

SEEK and College Discovery are the opportunity programs at CUNY and they were established to provide comprehensive academic support to assist capable students who otherwise might not be able to attend college due to their educational and financial circumstances. In 2015, New York State invested $1.5 million into the 2015-2016 budget for the Foster Youth College Success Initiative (FYCSI) a program designed to help foster youth in the opportunity programs at CUNY, SUNY, and private colleges' successfully complete college. On April 1, 2016, New York State doubled that number, investing $3 million for 2016-2017 and rose to $4.5 million for the 2017-2018 academic year.

Branded Youth Matter at CUNY, the Foster Youth College Success Initiative seeks to implement a structured support system to help foster youth in CUNY's SEEK and CD programs by providing access to academic, social, financial and psychosocial support above and beyond the support they receive from SEEK and CD. In its first year of program operation (2015), Youth Matter identified approximately 60 SEEK and CD students for participation in the program and began providing services.

Currently, Youth Matter serves 103 SEEK and College Discovery students across 17 campuses that are a part of this sub-population. Students in the program receive monthly metrocards, campus meal vouchers, housing assistance in CUNY's residential dorms, and winter/summer tuition assistance each semester if needed. Students in the Youth Matter program are also connected to Life Coaches who will work individually with students on their personal, professional, and career development goals. Additionally, as a Licensed Clinical Social Worker, I also meet with students

regularly in small group and individual meetings to help them navigate the system of higher education and ensure they are receiving the appropriate support they need to be successful in college and in life.

The CUNY Foster Care Collaborative is another key Foster Care initiative at CUNY. The Collaborative holds regular convenings of CUNY key staff and foster care agencies and advocates from across the City to discuss ways to improve the college transition and success of foster care youth at CUNY. The Collaborative has also created a one-stop website detailing a range of CUNY resources, program, services, and supports available to students in care at CUNY.

I would like to take the time to thank the Councils for your support and collaborative efforts as we work to provide access and promote success in higher education for our young adults aging out of the foster care system. I appreciate the opportunity to discuss CUNY's efforts as well as the efforts of the SEEK, College Discovery and Youth Matter staff to provide much needed support to these young adults. I am happy to take your questions.

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Testimony of

Donna Linderman

University Dean for Student Success Initiatives

The City University of New York

New York City Council Higher Education and General Welfare Joint Committees

Hearing on Foster Care

December 13, 2017

Good morning members of the City Council Higher Education and General Welfare Committees. I am Donna Linderman, CUNY University Dean for Student Success Initiatives. Thank you for the opportunity to speak to you about the various ways CUNY is supporting foster care youth in their higher education pursuits. I am joined by Shirley de Peña, University Director for Youth Matter, a structured support system to foster youth who are currently or were formerly in care in our SEEK/CD programs and Jasmine Edwards, a SEEK Youth Matter student attending John Jay College of Criminal Justice. Together we will aim to describe the multifaceted strategies CUNY has established to ensure more New York City foster care youth have the support they need to move towards completion of a college degree

Currently there are several initiatives that provide pipelines into and through CUNY degree programs that reflect the University's deep commitment to ensuring that more transition age foster care youth have significant supports to earn a college degree. I will provide an overview of the CUNY/ACS Fostering College Success Initiative (FCSI), a year-round residential support program for youth in care through a partnership between CUNY and the Administration for Children's Services (ACS). Ms. de Pena will describe our SEEK/CD Youth Matter program, which is supported by the State of New York and our Office of Student Affairs Foster Care Collaborative, which convenes CUNY, City, and non-profit foster care stakeholders to discuss best practices and common issues supporting youth in care in higher education. Finally, Ms. Edwards will speak about her experience as a SEEK Youth Matter student and dorming student at Queens College.

Many foster care youth have had life experiences that may have affected their k-12 educational experiences and impact their college-going rates. Nationally, only 10% of transition age foster care youth go to college and only 3% go on to earn a degree. In New York City, based on data from a report by the Community Service Society of New York, it is estimated that no more than 24% of college-aged foster youth are enrolled in college compared to 60% of students statewide. While a college degree was recognized as an essential credential for long-term economic success, few young people who have been in foster care enroll and graduate from college. CUNY has combined evidence-based research and proven successful best practices to

shape initiatives that aim to improve those statistics. The initiatives represent the University's efforts to expand access to a wide range of potential students from diverse backgrounds; strengthen partnerships, ensure the smooth transition of "non-traditional" college students, and bolster student support structures that will raise academic success rates.

One of the most critical needs of transition age foster care youth attending college is stable year-round housing. Launched in 2016 with support from the City of New York, Fostering College Success Initiative (FCSI) aims to address this critical need by providing a college residential support program for youth in care through a partnership between CUNY and the Administration for Children's Services (ACS). FCSI students may reside in one of three CUNY residence halls (Queens College, College of Staten Island, and City College). Students who reside at Queens College and City College, may attend any CUNY undergraduate college. Students who dorm at College of Staten Island attend only CSI.

Students receive year-round (12 months) room and board and financial support to cover their full cost of CUNY attendance including textbook and transportation stipends and waiver of any tuition/fees gap need after application of financial aid. Students also receive a monthly stipend directly from ACS for personal expenses. Acknowledging that youth in foster care may need additional supports to be successful in college, FCSI students also receive wrap-around services including tutoring, mentoring, and counseling within the dormitory setting through New York Foundling.

FCSI students are strongly encouraged to enroll in CUNY programs that provide financial resources, structured degree pathways, advisement and academic support such as ASAP, SEEK, and College Discovery. This year FCSI admitted 93 students of which 36 students are enrolled in ASAP, 10 in SEEK, and 13 in College Discovery. Demographics of current FCSI students are as follows: 40% Hispanic, 39% Black, 3% Asian/Pacific Islander, 10% White, and 8% are Other/Unknown. By gender, 44% are male and 56% female with a mean age of 20. We are grateful to our ACS and New York Foundling partners and deeply appreciate the generous

support from the City to launch FCSI, a unique and important project that considers the comprehensive needs of youth in care pursuing their college degrees at CUNY.

In 2015, CUNY Start received a four-year grant in the amount of $2.5m from the Conrad N. Hilton Foundation to create a supportive pipeline program for 325 transition-age youth (TAY) from foster care to move seamlessly through CUNY Start and Accelerated Study in Associate Programs (ASAP), which led to the creation of the CUNY Start/ASAP Foster Care Initiative (FCI). FCI serves students age 17-21 with active Administration for Children's Services (ACS) foster care status who wish to pursue an associate degree at CUNY, and are eligible for CUNY Start and/or ASAP. CUNY Start and ASAP are two of CUNY's most successful and nationally recognized programs that have achieved remarkable results in assisting students to address deep remedial needs before matriculation (CUNY Start) and earn an associate degree in a timely manner in the case of ASAP.

ASAP offers a structured degree pathway that provides financial resources to remove barriers to full-time study and comprehensive student support assists students in earning associate degrees within three years by providing a range of financial, academic, and personal supports including comprehensive and personalized advisement, career counseling, tutoring, and waivers for tuition and mandatory fees, MTA MetroCards, and cost of textbooks. The program realizes more than double the three-year graduation rates of similar students (53% for ASAP vs. 24% for matched comparison group students) and is currently undergoing a major expansion to 25,000 students in the coming year thanks to generous support from the City.

CUNY Start, a sister program to ASAP, provides intensive instruction and advisement for incoming CUNY associate students with significant remedial needs in reading, writing and/or math. CUNY Start helps students prepare for college-level coursework, reduce or eliminate any remedial needs prior to matriculation, foster higher levels of persistence, and increase the likelihood of graduation. While serving students with significant remedial needs, nearly 70% enter with needs in reading, writing, and math, at program completion, more than half of our

full-time students exit fully proficient and remaining students have significantly reduced their remedial needs.

This year we were also pleased to extend FCI to students who join John Jay College Accelerate, Complete and Engage (ACE), a baccalaureate pilot program modeled on ASAP that expanded in fall 2017 with support from the Mayor's Office for Economic Opportunity (NYC Opportunity).

FCI aims to improve rates of enrollment, retention and persistence for these students, ensuring that at least 85% of FCI students enrolled in CUNY Start complete the program and that 80% of the CUNY Start completers transition to ASAP. For those that persist in ASAP, at least 50% will graduate within three years. FCI has established strategic partnerships with NYC foster care agencies in order to develop a recruitment and referral pathway that seeks to increase the number of foster care students enrolled at CUNY. To date, we have partnered with over 20 agencies and ACS and developed an online referral tool to allow for easy referrals to the program.

FCI provides an additional layer of support beyond benefits students receive through CUNY Start/Math Start and ASAP. Additional services and resources include: aassistance with the CUNY admissions and financial aid process, college navigation supports, CUNY Application and CUNY Start/Math Start fee waivers, unlimited MetroCards during CUNY Start/Math Start, additional free summer and winter courses, paid, on campus internships, and student engagement activities and special events, and referrals to the Fostering College Success Initiative dorming opportunities.

Two CUNY-wide FCI coordinators work with campus-based staff to support these students through admissions and program intake. Once enrolled at CUNY, the FCI team provides an additional layer of support to ensure students are able to persist in addition to support provided by CUNY Start and ASAP and the dorm-based wraparound services of New York Foundling, ACS' dorm-based subcontractor.

FCI currently serves 116 students across ten colleges that offer ASAP/ACE and CUNY Start/Math State. We plan to enroll another 60 students in spring 2018. Next year, we will enroll 100 more students in FY19. FCI student demographics are as follows: 67% are female and 32% are male; 48% are black, 43% are Hispanic and 9% are unknown. Of students who attended high school in New York City, 78% moved to a different ZIP code at least once during high school and half moved two or more times. Additionally, 57% transferred to a different high school at least once during their NYCDOE high school career.

The Office of Research, Evaluation, and Program Support (REPS) is leading an evaluation of the CUNY Start-ASAP Foster Care Initiative (FCI). The evaluation supports program development and contributes to the larger discussion on foster care youth in higher education. REPS is conducting a longitudinal study drawing on multiple data sources to assess how FCI program supports affect postsecondary outcomes for students in care. The work will include designing original survey instruments and developing an online platform for data collection and program management purposes. REPS is also facilitating three, two-year research fellowships for CUNY faculty conducting independent research on college access and success for youth in care. Findings from this work will be presented at a symposium in spring 2019. Finally, under a Memorandum of Understanding between the Administration of Children's Services (ACS) and CUNY, REPS oversees the data exchange between ACS and CUNY.

Supporting the needs of transition age youth in care at CUNY is a top priority, for University and campus leadership and a reflection of our mission to help New Yorkers of all backgrounds realize their educational goals and full potential. We are grateful to our public and private partners for supporting programming to meet these students' needs and reiterate our commitment to working strategically to ensure that foster care youth know that they have a home and network behind them at CUNY at every step of their college journey. Thank you to the Council for your interest and generous support of these efforts.

The City University of New York

City Council General Welfare Committee
City Council Higher Education Committee
December 13, 2017
Higher Education Opportunities for Youth Aging Out of Foster Care

Testimony of

Jasmine T. Edwards

Graduating Senior, SEEK, YM, FCSI

John Jay College for Criminal Justice

The City University of New York

Good Afternoon Members of the City Council's General Welfare and Higher Education Committees:

Thank you for the opportunity to come before you and provide testimony on today's hearing regarding Higher Education Opportunities for Youth Aging Out of Foster Care.

My name is Jasmine Edwards; I am currently a senior at John Jay College for Criminal Justice. Deciding to come to a CUNY was one of the best decisions I made for myself. I was accepted into John Jay through the SEEK program. SEEK is an opportunity program that gives students who have both financial and academic needs the opportunity to attend and do well in college by assisting them academically, financially and socio-emotionally.

I am grateful for SEEK because this program is the only reason I was able to go to college. The required GPA for my school did not match the GPA I was bringing in from high school. I also did not have any family support because I am currently in foster care. Being a student who has grown up in the foster care system, I felt like the entire world was on my shoulders. I was able to get through these struggles with the assistance of SEEK and my counselor, Erika. SEEK provided book stipends and academic support; such as tutoring so that I could continue to attend and do well in school. Erika provided personalized counseling for whenever I needed someone to lean on.

As a SEEK student, I was eligible to participate in Youth Matter. Youth Matter is a program that supports both SEEK and College Discovery students who are currently in foster care, previously in foster care, orphans or wards of the court. I worked directly with Shirley and Arlenis regularly as a Youth Matter student. I believe I can speak on behalf of all of the students who participate in the Youth Matter program and say that we have received a lot of help from them.

As Youth Matter students, we are provided with metro cards to get to school. This is so important because many students do not have money to get to school and this should never be a reason why students cannot go. Youth Matter also provides financial support for our summer and winter classes to help us get on track and leveled to graduate. The most important thing Shirley offers is personal support. I have built an amazing relationship with Shirley and I know that whenever I need someone to be myself with, when the world gets too heavy, Shirley is there for me.

I am also a participant in CUNY's Fostering College Success Initiative (FCSI). FCSI is a collaborative effort between CUNY, ACS, and the City of New York to provide youth that are currently in care with housing, financial assistance, and academic support while attending CUNY. As an FCSI participant, I have been able to further reach my goals.

CUNY has provided programs as mentioned above that have gotten me to where I am today. As a foster care student who was denied college because of my high school GPA, SEEK and Youth Matter believed that with help, I could reach my greatest potential. I now stand before you proud and strong, as a senior inducted into two honor societies, with a 3.572 GPA who will be graduating in June with honors. Thanks to the Youth

Matter program, I now have two part-time jobs that I love, working with at risk youth. Thanks to the support of programs like SEEK, Youth Matter and FCSI, I will be greater than I ever imagined.

Thank you for your time.

(handwritten) SUBMITTED FOR RECORD

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The City
University
of
New York

December 13, 2017

Dear New York City Council Committees on General Welfare and Higher Education:

We are extremely proud of the special mission that The City University of New York has pursued, with great success, for 170 years, and especially proud of the ways we have been able to constantly expand the reach of our mission to more and more deserving students. We provide a high quality, affordable education to all New Yorkers, but especially those from low- income, underrepresented and immigrant groups. Those are the talented, driven, creative students who seize the opportunities we provide at CUNY and they are the graduates who make our city so prosperous and vital.

What I am pleased to focus on today is the opportunity we have created to support and prepare another group of talented New Yorkers for great careers, foster youth and those who have aged out of the system and are seeking to build lives filled with meaning and achievements. This is not just a success, it is a signature CUNY success because it involves many of the attributes that we excel at – it is a collaborative group of programs, with significant support from the City and private agencies, it relies on our proven evidence-based academic programs, and it involves comprehensive, wraparound support for these valuable students. That is what we do so well at CUNY, and the Fostering College Success Initiative is a great example. This program has been a personal priority of mine, and I'm pleased that key leaders are with you today to describe how it works and why it is proving so beneficial.
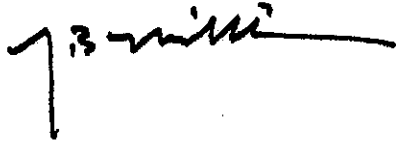
The need for a program supporting the success of former foster youth is enormous. Nationally, only 10 percent of those aging out of the foster care system go to college and only 3 percent go on to earn a degree. We know, from study after study, that a good college degree is an invaluable tool for building a stable career and life in this economy, and we recognize at CUNY the importance of doing everything possible for giving these foster youth that chance. That made us focus on what we could do and motivated us to build and announce a year ago this collaborative, and expanding program. Our essential partners, offering guidance, support and leadership, are New Yorkers For Children, the Mayor's Office for Economic Opportunity, the Administration for Children's Services, New York Foundling, and the Conrad N. Hilton Foundation. That is another strength of CUNY that this wonderful program highlights, our ability to bring together and form highly effective partnerships to advance these important objectives.

The program's leaders will provide more details on how the program works and how it is doing. I will mention only that we've already enrolled 165 students since spring 2016. They are a bright, capable and very diverse group. It's a good start, but just a start. The number of participants is growing. The initiative is a pathway, which identifies qualified students, introduces them, in many instances, to college life and the importance of a college education even before they graduate from high school, and, when they are prepared to apply and start college, guides them into the array of robust support programs that CUNY has developed, including ASAP and SEEK. These improve significantly retention and graduation rates. We are now planning on expanding that pathway.

The support of the City and the City Council, among others, has been invaluable. We benefit enormously from your interest and guidance on this critical aspect of our mission at CUNY. Thank you for providing this opportunity and thank you for helping make CUNY a highly respected national educational model for social mobility.

Sincerely,

James B. Milliken

JCCA

**Repair the world
child by child**

**TESTIMONY TO THE NEW YORK CITY COUNCIL GENERAL WELFARE AND HIGHER EDUCATION
COMMITTEES HEARING: "Higher Education Opportunities for Youth Aging Out of Foster Care"**

December 13, 2017

Good afternoon. My name is Harriet Lessel and I am the Director of Government Contracts and Advocacy at JCCA. I want to thank the Chairs of the General Welfare and Higher Education Committees, Council Members Steve Levin and Inez Barron and all the Committee members for the opportunity to testify at today's hearing. JCCA is very appreciative of the Council's interest in Higher Education Opportunities for Youth Aging Out of Foster Care.

JCCA is one of the oldest, most distinguished child and family services organization in the nation. We provide comprehensive care to thousands of children, young people, and families who come from New York's diverse communities. Since 1822, we have embraced those who need us most — abused, neglected, and traumatized young people who are struggling with poverty, developmental disabilities, and complex mental illness. Our programs include foster and residential care, educational assistance and remediation, case management for young people with mental health challenges, and services to families to prevent child abuse and maltreatment. JCCA offers safety, stability, and lifesaving support to help our clients transform their lives. Our programs help more than 16,000 children and families annually. In everything we do, we are guided by the Jewish mandate of *tikkun olam* — the responsibility of every person to make the world a better place.

JCCA is committed to improving educational outcomes of children in our Foster Home and Residential programs. By providing counseling for these young people around educational opportunities and supports, we empower them to envision a successful academic career. Through staff, foster parent, and parent trainings, JCCA equips adults in the child's life to be strong educational advocates. Our Reading for Our Future program provides more than 100 children in foster care with in-home, one-on-one tutoring in specific academic areas. Now in its seventh year, the program is highly successful in improving educational outcomes.

JCCA also believes in helping students who have been in the agency's care to realize their educational goals. These young adults are eligible to apply for JCCA scholarships to continue their education. Funds are available for undergraduate and vocational education.

Recognition of the issues facing young people who age out of foster care has come to the forefront of the child welfare field. In NYC, in 2015, 616 youth "aged out" of the foster care system—this means that they exited foster care without being adopted or parental custody reinstated by their 21st birthday. They haven't had the family support and community networks that help them make successful transitions to adulthood. Statistics are heartbreaking for children who age out of the system each year with no permanent family connections. They experience significantly higher rates of homelessness, substance abuse, and involvement in the criminal justice system, and lower rates of educational achievement and employment than the general population.

I am going to focus on two issues today, 1. The issue of housing as it relates to higher education and 2. The need for information from CUNY in reference to the Foster Youth Success College initiative funds.

I will illustrate the issue of housing by sharing the story of a young woman presently in JCCA's care. JE is 22 years old and will graduate from John Jay College of Criminal Justice in May, 2018. She has been in foster care since the age of 14. Knowing that she did not have a family or other permanent connection to rely upon, JCCA staff assisted her in an application to the NYC Housing Authority when she turned 18. JE submitted applications to numerous college and was thrilled to be accepted into SUNY Farmingdale and the chance to experience college life outside of NYC. Being a responsible person, she notified NYCHA of her new address in order to ensure that she receive all correspondence related to her housing application. However, NYCHA then used this information to close her case, citing an out-of-city address, and enforced their policy that an individual cannot reapply for one year. Anticipating her need for permanent housing once she ages out of care, JE made the decision to leave Farmingdale after obtaining an Associate's degree in two years, and moved back to NYC in order to be eligible for NYCHA housing. She is still awaiting the determination of her application while she completes her Bachelor's degree at John Jay. As of now, she does not know where she will live after graduation.

We are aware of all of ACS's efforts and advocacy with NYCHA to keep the priority status and find ways to assist foster youth in navigating the system. We ask for the Council's help by requesting a review of NYCHA policies that create obstacles for youth who want to attend college. Youth aging out of foster care need a coordinated response by all city agencies to help them achieve a future of hope and promise. Attaining a college degree is one of the most crucial goals a young person can achieve to help increase their future earnings and success to ensure they succeed, we need to determine how NYCHA can support these young people. A college-going culture cannot flourish if young people have to worry about where they will live during college breaks and after graduation. Youth who age out of foster care are some of our most vulnerable citizens, especially after the supports of ACS and the nonprofit child welfare agencies end. NYC can and must find a way to provide them with ongoing resources to ensure a positive start into independent adulthood.

Great strides have been made through the CUNY/ACS partnership entitled "Fostering College Success Initiative" and other programs to ensure that foster youth receive the supports they need to get in and stay in college. As a member of the Steering Committee of the Fostering Youth Success Alliance, we respectfully request that CUNY provide critical impact data about the state funds that support the Foster College Success Initiative. Sharing this information will enable the Alliance to continue its efforts to ensure that all youth in foster care receive the financial and other supports that will help them succeed in college.

Children in foster care are already navigating a host of challenges that other young people do not: lack of family support and dealing with finances, housing, and health insurance by the tender age of 21. As they have been in the care of NYC, we are responsible for assisting them to achieve a future of hope and promise. We have the power to create educational equity by removing barriers related to housing and by providing financial and supportive resources that will positively contribute to their ability to attend and stay in college. We must do no less.

Thank you.

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For additional information, please contact: Harriet Lessel, Director of Government Contracts and Advocacy at 212-558-9905 or lesselh@jccany.org

Greetings,

Chairperson Barron, Members of the New York City Higher Education committee and distinguished guests.

My name is John Aderounmu and I am the Chairperson of the City University of New York, University Student Senate (CUNY USS). USS is the student governance body responsible for representing the 500,000 students that attend CUNY. I also have the distinct pleasure of serving as a CUNY Trustee. I received my Associates Degree in Computer Science from CUNY's Borough of Manhattan Community College (BMCC).

I am pursuing a degree in CUNY's Baccalaureate Unique and Interdisciplinary Studies with concentrations in Computer Science and Mathematics. The CUNY BA program consists of about 500 students, which allow us the opportunity and ability to design our own major and attend several CUNY colleges.

I am here today to talk to you about matters pertaining to the oversight of Higher Education Opportunities for Youth Aging out of Foster Care. On behalf all CUNY students we would like to thank you for your support. Let me continue by saying, we appreciate the sustenance each year by this body for the Merit scholarship. We are hoping to have a discussion on making that a baseline item in the budget so it would not be imagined as a non-priority in the future, the reality is that it, in fact, assists a lot of our students in the purchase of essentials such as textbooks and MetroCard's if for some reason they have their tuition covered.

I am sure you have heard on numerous occasions on the success of our ASAP, SEEK, BMI, ACE and many others that have gone a long way in alleviating students of the burden of getting a college education vital to their upward mobility. It is of paramount importance that we enhance funding to this programs to continue to change lives.

In order to assist the youth aging out of the foster care system into a life of their own making, it is important we assist them in the ways we can.
On behalf of CUNY students, we ask the New York City Legislature take the following actions to help these students gain access to quality affordable higher education at the greatest urban university in the world.

1.   Support the expansion of food pantries on all colleges.
2.   Support and encourage our senior colleges to create their own single stop programs. Which through city funding helps in addressing issues of affordable housing, homelessness, and metroCards for some of our neediest at our community colleges.
3.   Student emergency fund be well advertised to these students.
4.   That all campuses have at least a registered nurse at all times on campus. With healthcare at its present cost, it is important to have that available to all students at all campuses.
5.   Find ways to support formerly incarcerated youth specifically, they shouldn't have to spend their life catching up after serving their time.
6.   Support the passing of the New York State Dream Act so that all undocumented youth aging out of foster care are not left out entirely from this discussion.

Thank you for listening and holding a hearing on this matter.

An Education Agenda for Those Who Need It Most

New York City Council Oversight Hearing
Bill Baccaglini, President & CEO
The New York Foundling
December 13, 2017

The New York Foundling is one of the oldest and largest child welfare organizations in New York. For a century and a half, we've been at the forefront of child welfare issues and one of the City's most active partners in keeping children safe.

We are now at an important inflection point and as professionals and policy makers in the field we need to recognize that, yes, while we must make sure children are safe and work toward achieving permanency for them – these cannot be our only priorities if their long term well-being is a desired outcome.

If we are not educating these children, we will be failing them. I would argue that, beyond keeping children safe, our most important obligation is to provide them with an education. Research shows that if we can intervene in one generation by getting those young people a college education, the likelihood that they will return to their prior social situation will be dramatically reduced. Without an adequate education, however, many of them will spend at least some of their adult lives either in the justice system or some other service system.

This reality led us into the educational arena ourselves, 10 years ago, when we created a public charter elementary school in the Bronx, Mott Haven Academy, which just this year expanded to become a middle school. Two-thirds of the student body at Haven Academy is from the child welfare system and one-third is from the Mott Haven community.

It is no fault of traditional public schools that children and youth in the child welfare system don't fare particularly well in these settings. These schools aren't equipped to address the special needs and circumstances of what are usually the most marginal students attending the most marginal schools.

With a trauma-sensitive curriculum, and a school culture that is keenly in tune with the circumstances of their everyday life, students at Haven have done remarkably well. In each of the last five years, in both English and Math, students at Mott Haven Academy Charter School have outperformed both the district and citywide schools average on the New York State tests-- by almost any measure the school has been an unqualified success.

On the heels of this progress, we began developing programs for children in high school – this time an out-of-school program called Road to Success that uses individuals who are both tutors and mentors -- carefully vetted and trained specifically to work with foster care students. They meet weekly in a location of the student's choosing, lowering the chances of "no shows," and they often become among the most stable and important relationships these children have.

Again, we focus on data and results and, again, we show considerable success.

Students in tutoring in grades 7-11 were promoted to the next grade 91% of the time. The number of high school graduates enrolling in four-year colleges has quadrupled over the last four years. Eighty-eight percent have continued working with their tutors after aging out of foster care. The cost: a little more than $5,000 per year per child.

Clearly, the cost-benefit equation is compelling.

Of course, enrolling in college doesn't do much good if the student can't adjust, fails and drops out. That's why, two years ago, we approached ACS and initiated a partnership among ACS, CUNY and The Foundling to provide support for teens in foster care who enroll in and reside on a CUNY campus.

The program is staffed by Residence Assistants (RA's) who, unlike traditional RA's, are full time employees with human services backgrounds. Like the tutors in Road to Success, all are carefully trained and vetted for these positions. Additionally, each student in the program is assigned an academic tutor, a full time Foundling employee, who assists them in remaining current in their studies. Together, these staff help our kids thoughtfully navigate both the academic and social independence the college landscape requires. Our students are also able to avail themselves of the services offered through CUNY's outstanding range of college support and access programs.

In the first year, The Foundling paid the cost of these services out of our own funds, while the City provided for the dorm rooms. Now serving 95 students, the program more than doubled in size from year one and is poised for continued growth going forward. We're building on a first year where 33 out of 40 young people have stayed with the program and are still enrolled, with several achieving GPAs above 3.0 and about one-third having GPAs above 2.6. As I said, we are looking forward to expanding this program and being able to continue to learn as we support more students – and of course, to report on and build on our experience.

From Haven Academy to Road to Road to Success to our presence on three college campuses, The Foundling has developed initiatives that show tremendous promise and a long-term commitment to kids in the child welfare system, from kindergarten to college. Our goal has always been to share our experience and build a base of knowledge that can be used by others in the field. Education is the ultimate key to a successful life for these children and I'm pleased to have been able to give you this brief overview of our programs today.

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Fostering Youth Success Alliance ~ Children's Aid
Prepared for the Joint Oversight Hearing by the
Committees on General Welfare and Higher Education on
"Higher Education Opportunities for Youth Aging Out of Foster Care"
Wednesday, December 13, 2017

Good afternoon, my name is Yolanda McBride, director of public policy at Children's Aid. I am testifying on behalf of the statewide Fostering Youth Success Alliance (FYSA), housed and managed by Children's Aid. I would like to thank the Chair Stephen Levin and Chair Inez Barron and members of the General Welfare and Higher Education Committees for the opportunity to testify about higher education opportunities for current and former youth in care.

FYSA is a statewide advocacy group that, through collaboration, advocacy, and youth empowerment, aims to improve the socioeconomic, physical and mental health, housing, and educational outcomes for youth in and aging out of foster care and their successful transition to independence. The alliance is comprised of concerned providers, activists, and youth who are committed to advocating for policy changes and improved, expanded programs and services for youth in and aging out of care in New York.

Children's Aid works to ensure that kids of every age living in our targeted neighborhoods can capitalize on their potential and talent, and that there are no limits to their achievement. We have been helping young people and their families succeed and thrive for over 160 years by always focusing on how we can do a better job and supporting those communities where our experience and expertise is needed most. Today, we have concentrated our work in four neighborhoods—Harlem, northern Staten Island, the South Bronx, and Washington Heights. Every day, we build well-being through our work in four areas: education, health and wellness, social and emotional supports, and family stabilization. Additionally, we provide family, therapeutic, and medical foster care, and adoption services. In FY 17, we served about 850 children and youth in family-based foster homes and completed 74 adoptions.

Youth in Foster Care in New York State

In New York State there are approximately 16,000 children and youth in foster care, of which 40% are adolescents and young adults ages 14 and above.[1] Many youth leave care without the support of a caring adult or family, and when barriers or emergencies arise, many don't have savings, relatives, or friends to rely on. When discharged, youth are expected to learn how to be an adult through trial and error. When presented with obstacles, youth are left to navigate the complexities of the adult public services and benefits systems.

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[1] New York State Office of Children and Family Services CCR Data as of January 1, 2103.

For any youth seeking to go to college, the college and financial aid application processes are often daunting tasks. For youth in the foster care system and those who have aged out of care, those responsibilities might seem like insurmountable obstacles. Many lack supportive adults to help navigate confusing applications and processes before ultimately making huge decisions. Even generous financial aid packages still leave gaps that do not cover the full costs of attending college.

The Foster Youth College Success Initiative

Recognizing the challenges that youth in care were facing accessing college, the **Foster Youth College Success Initiative (FYCSI),** was established by the state in April 2015 with the goal of closing the financial gaps youth face in attending, but also providing the necessary on-campus academic and social support services. To date, the state has appropriated a total of $9 million for the program. Under the oversight of the New York State Education Department (NYSED), currently, **there are nearly 500 students attending 71 college campuses across three systems statewide,** the City University of New York (CUNY), the State University of New York (SUNY) and private colleges and universities.

Since the state made this investment, much progress has been made to implement this program. For the current fiscal year (2018), $4.5 million was allocated to continue support for two cohorts of students and also to establish cohort 3. In New York City, CUNY has about 110 youth in care accessing this program. Under the statute establishing FYCSI, only youth in care attending opportunity programs (EOP/HEOP/SEEK/College Discovery) at participating higher education institutions can access the funding. Through this initiative, schools across the state are able to provide additional academic and supportive services on campuses. Because youth in foster care face huge gaps in resources, funding from FYCSI can be used to meet basic needs, such as paying for housing (either on campus or off), funding transportation, to providing funds to assist in covering food and personal care. By removing financial barriers, foster youth now have the opportunity to focus more intently on their academics instead of juggling multiple jobs to pay for college as they often do.

At the city level, the Administration for Children's Services (ACS) and CUNY have received both public and private funding to support the ability of our city's youth in care to access and graduate from college. The CUNY Dorm Project provides a critical resource – housing - that many youth in care seeking a higher education degree need in order for them to focus on their studies. The funding that CUNY receives from the state's college initiative and private foundations, we believe is expanding programming and supports for youth in care in their SEEK, College and Discovery programs on college campuses. New York City is moving in the right direction and has a prime opportunity to ensure that youth in the foster care system can transition to independence, and a college degree is critical for that to happen.

Making College Success a Reality

Central to the success of the programs that support youth in care in college is the ability to identify youth in care who would benefit from opportunity programs. Due to lack of awareness, inconsistent information and sometimes a need to disconnect from the identity of being in foster care, youth often do not apply to opportunity programs on their college applications during the admission process.

Although, the number of current and former foster youth enrolling in college across the state and in NYC is on an upward trend, many students are forever locked out of opportunity programs even at the graduate level. We know based on data from the Tuition Assistance Program (TAP) and the ETV program that statewide there are about 2,000 young people enrolled in college and about 470 youth are attending CUNY schools. However, the schools participating in FYCSI statewide, have struggled to properly identify youth in care on their campuses.

Recommendation: **That CUNY create a standardized process for students to self-identify on the central admissions application**. FYSA has been working to establish within all three sectors an identification mechanism on the central application for the admissions process. Our goal is to remove the identification barriers for youth in care. Basically, we can't serve the youth if we do not know that they exist. We believe that to do this accurately requires a three-pronged approach:

1. Self-identification on the admission application which triggers consideration for specialized programs (SEEK, CD, START or ASAP);
2. Develop a memoranda of understanding (MOU) that facilitates a data sharing agreement between the New York State Office of Children and Family Services and/or ACS and CUNY to facilitate the verification of foster care experience; and
3. Central office or campus based linkages with community-based providers.

The language used on the application should be foster youth friendly, and should indicate that there are additional financial aid and services available. Additionally, an MOU is needed to use the self-identification and consent information captured in the admission applications process to allow for either ACS or OCFS to verify a student's involvement in foster care.

Furthermore, by creating an identification mechanism, schools can better track outcomes and retention rates for youth in foster care. Having access to this data will better equip the city and the state to develop interventions and programs to support successful paths out of foster care. We currently, have very little information about how youth in foster care specifically are faring on college campuses. Specifically, at CUNY, we don't know if youth in care are persisting, graduating or accumulating credits at the same rates as their peers.

Conclusion

Foster youth face so much uncertainly in their lives, that having continuous support to obtain a college degree should not be an area of concern. The city is moving in the right direction with the various programs and supports that they have put into place to support youth in care. However, we must work together to ensure that all students already in the college pipeline can continue on. We know that if youth in foster care are provided opportunities to develop skills and access resources, they can and will succeed.

Thank you again for the opportunity to submit and I welcome any questions regarding testimony.

TESTIMONY SUBMITTED TO
THE NEW YORK CITY COUNCIL
COMMITTEE ON GENERAL WELFARE
AND
COMMITTEE ON HIGHER EDUCATION
OVERSIGHT HEARING – HIGHER EDUCATION OPPORTUNITIES
FOR YOUTH AGING OUT OF FOSTER CARE
Wednesday, December 13, 2017

Council of Family and Child Caring Agencies

Greetings, Chairperson Stephen Levin, Chairperson Inez Barron, and members of the New York City Council

General Welfare and Higher Education Committees. The Council of Family and Child Caring Agencies, also known

as COFCCA, represents over fifty New York City child welfare agencies, organizations that provide foster care,

juvenile justice and child maltreatment prevention services to many thousands of families. Our members range

from large multiservice agencies to small community-based preventive services programs in community districts

throughout the city.   All of our members, regardless of size, work to assist children, youth and families to

maximize their potential and join in what makes New York City great.

We need not explain to either of your two committees the benefits of higher education and how it relates to

measures of adult self-sufficiency such as employment. Older youth who are in foster care or have aged out of

foster care deserve the opportunity to get a higher education, but often face numerous barriers. Some of these

obstacles are the general obstacles faced by low-income families, such as affording costs (tuition, school supplies,

books, room and board). Other stumbling blocks are specific to foster youth, such as needing housing, income,

and, most especially, the kind of support upon which students with well-functioning families can already rely.

While the recent New York State Excelsior Scholarship provides tuition for low-income students, it does not

supply funding for books, supplies, or room and board. It also requires students enroll for twelve credits per

semester and complete 30 credits per year, which can be difficult for aging-out foster youth, who have myriad other responsibilities and worries. New York State also offers Education Training Voucher grants for federal funding-eligible youth that can be applied to tuition, room and board, books and supplies, and a computer, for a maximum of $5,000 per year. What these two state programs do not provide is the "soft support" a youth or young adult needs to succeed in college – supports such as tutoring or mentoring, a place to spend college breaks, a person who is invested in a youth's success enough to provide the encouragement and sometimes necessary straight-talking that keeps struggling students in school. As found in the recent Center for the Study of Social Policy study, "Transformation Relationships for Youth Success," young people themselves will tell you overcoming problems and achieving success can be traced back to "an individual worker who believed in them; kept showing up even when they were in trouble; challenged them to make better decisions without judging them" – the non-material supports that we who are parents recognize we have provided our own children. COFCCA has been on the steering committee of the Fostering Youth Success Alliance (FYSA), which has been advocating for these soft supports for foster youth statewide.

At the City level, the CUNY/ACS fostering College Success Initiative provides residential support with wrap-around services including tutoring and mentoring; nonprofits like our member agency, The New York Foundling, provide these services under contract with ACS. This program is scheduled to serve 200 students a year by FY20. CUNY also offers the Start/ASAP Foster Care Initiative to streamline admissions to the Accelerated Study in Associate Programs at eight city schools. Students receive support with the financial aid process, applying for waivers, transportation, transition support, and paid internships. The program plans to serve a total of 325 youth over four years with funding from the Hilton Foundation. Please note that we are limited to providing information regarding the programs' plans, but not information regarding actual services delivered thus far. We have not seen city-wide data on how many youth have received which services, and we ask the Committee to encourage CUNY to make this data publicly available.

These financial and non-financial supports are a good start, but they are limited in duration and in the number of youth they serve. While the city's foster care numbers are down, 444 youth left ACS' care in "non-permanency discharges" in the past year (ACS November 2017 Flash Report); we can assume many of these youth aged out of care and some percentage are youth who could benefit from higher education assistance. Additionally, youth with foster care histories have, by definition, trauma histories; almost daily, new studies show the effects of trauma on brain development, decision-making, and other cognitive skills. Youth at the edge of adulthood *without* foster care histories often struggle to navigate the transition to independence, and past trauma makes it even more difficult for our youth. Nationally, of the foster youth who graduate high school, only 20% enroll in college and only 2-9% attain a bachelor's degree (Foster Care to Success, *Research Highlights on Education and Foster Care*, Jan 2014). If we are to move the needle on these numbers, we need to provide the supports that ensure these students have secure housing, sufficient financial resources, appropriate educational services when necessary, and perhaps most importantly the moral support, advice and encouragement they need to stay in school when it feels difficult for them to do so.

We at COFCCA would be happy to respond to any questions the Council members may have, or to arrange for members to see their local child welfare agencies in action. We thank you for allowing us to submit our testimony.

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Contact Information:

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Council of Family and Child Caring Agencies
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Phone: (212) 929-2626 / Fax: (212) 929-0870

www.cofcca.org

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor   ☐ in opposition

Date: 12/13/17

(PLEASE PRINT)

Name: John ADEBOUNMU

Address: _____

I represent: CUNY University Student Senate

Address: 555 west 57 street

THE COUNCIL   CUNY Panel 1 of 3
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor   ☐ in opposition

Date: 12/13/17

(PLEASE PRINT)

Name: Donna Linderman

Address: University Dean for Student Success Initiatives

I represent: CUNY

Address: _____

THE COUNCIL   CUNY Panel 2 of 3
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor   ☐ in opposition

Date: 12/13/17

(PLEASE PRINT)

Name: Shirley de Pena

Address: _____

I represent: University Director, Youth Matter

Address: CUNY

Please complete this card and return to the Sergeant-at-Arms

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THE CITY OF NEW YORK

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Date: 12/13/17

(PLEASE PRINT)

Name: Jasmine Edwards

Address: _____

I represent: Stf Student, John Jay College

Address: _____

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☐ in favor   ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: MALLiK, Miah

Address: 590 Ave America

I represent: NYF - ACS

Address: _____

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I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor   ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: BACCAGLINI, BILL

Address: 590 Ave America

I represent: NYF - ACS

Address: _____

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THE COUNCIL
THE CITY OF NEW YORK

12/13/17

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _12/13/17_

(PLEASE PRINT)

Name: _Harriet Lessel_

Address: _120 Wall St NYC_

I represent: _JCCA_

Address: _____

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: _Julie Farber, ACS Deputy Commissioner_

Address: _150 William St_

I represent: _____

Address: _____

THE COUNCIL
THE CITY OF NEW YORK

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: _Kathleen Hoskins, ACS Associate Commissioner_

Address: _150 William St_

I represent: _____

Address: _____

Please complete this card and return to the Sergeant-at-Arms