Fiscal 2008
Executive Budget Hearings

Human Resources Administration (Capital)

May 2007

Hon. Christine C. Quinn
Speaker of the Council

Hon. David I. Weprin, Chair
Committee on Finance

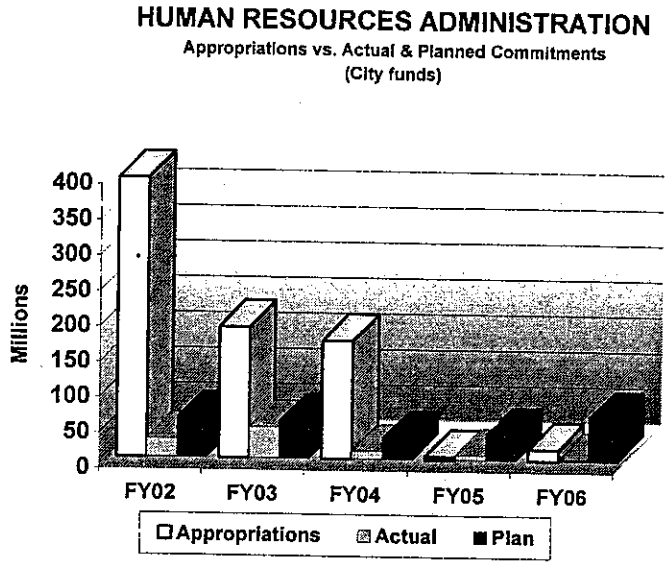
Hon. Bill De Blasio, Chair
Committee on General Welfare

Hon. Helen Sears, Chair
Committee on Women's Issues

Michael Keogh, Director
Finance Division

Agency Overview

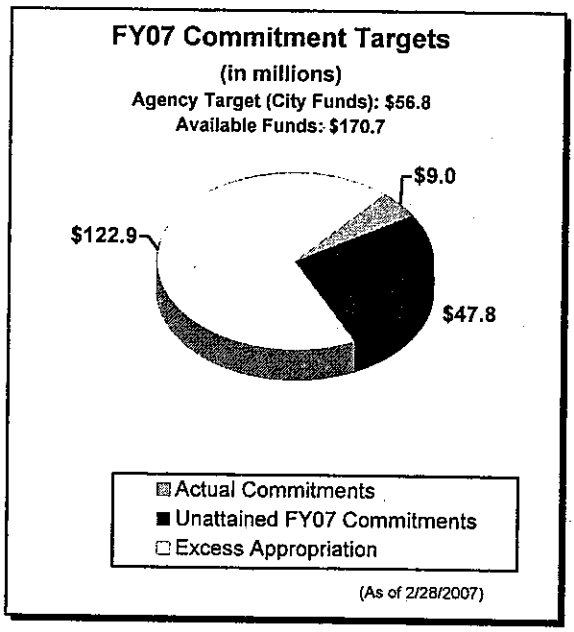
The Human Resources Administration (HRA) is responsible for protecting the health and welfare of the City's needy residents by providing temporary economic and social service support, and by helping them achieve economic independence. HRA administers a broad range of programs and services to achieve its mission. The Administration's programs include income support for Temporary Assistance to Needy Families and Safety Net recipients; employment services, including the Work Experience Program with concurrent training, education, treatment, and short-term job search programs; Medicaid; home care services for elderly and individuals with disabilities; food stamps; food assistance; support services for individuals with AIDS and HIV-related illnesses; protective services for adults; domestic violence prevention; and crisis intervention and stabilization programs.



The goals of the HRA capital program include improving social service facilities, including the replacement of building infrastructure and upgrades throughout the City; installation of local area networks for continued development of HRA connectivity within agency locations; replacement of paper case records with imaging technology based record retention systems; and upgrading, maintaining and acquiring telecommunication and data processing equipment to provide for the future operational requirements of HRA.

Current Budget Summary

The April 2007 Capital Commitment Plan includes $92.5 million in Fiscals 2008-2011 for the Human Resources Administration (including City and Non-City funds). This represents less than one percent of the City's total $44.5 billion April Plan for Fiscals 2008-2011. The agency's current Commitment Plan for Fiscals 2008-2011 is 11.9 percent greater than the $82.7 million in the January Commitment Plan, an increase of $9.8 million.



As of February 28, 2007 the Human Resources Administration has only committed $9 million, 15.8 percent, of its $56.8 million Fiscal 2007 Plan. Over the past five years the Human Resources Administration has only committed an average of 37.7 percent of its annual capital plan. Therefore, it is assumed that a large portion of the agency's Fiscal 2007 capital plan will be rolled into Fiscal 2008 thus greatly increasing the size of the Fiscal 2008-2011 capital plan.

Currently the Human Resources Administration's appropriations total $170.7 million in city-funds for Fiscal 2007. These appropriations are to be used to finance the Human Resources Administration's $47.8 million city-funded Fiscal 2007 Capital Commitment program. The agency has over 2.6 times more funding than it needs to meet its entire capital commitment program for the current fiscal year.

The Human Resources Administration's capital commitments for the last five years are shown below:

FIVE YEAR HISTORY - CAPITAL BUDGET
($ in millions)

	FY02	FY03	FY04	FY05	FY06
CITY	26	43	11	7	2
NON-CITY	15	10	6	5	2
TOTAL	41	53	17	12	4

The Preliminary Four-Year Capital Plan is shown below:

PRELIMINARY CAPITAL PLAN – JANUARY 2007
($ in millions)

	FY08	FY09	FY10	FY11	FY's 08-11
CITY	13.8	6.4	10.4	24.9	55.5
NON-CITY	5.6	3.5	6.1	12.0	27.2
TOTAL	19.4	9.9	16.5	36.9	82.7

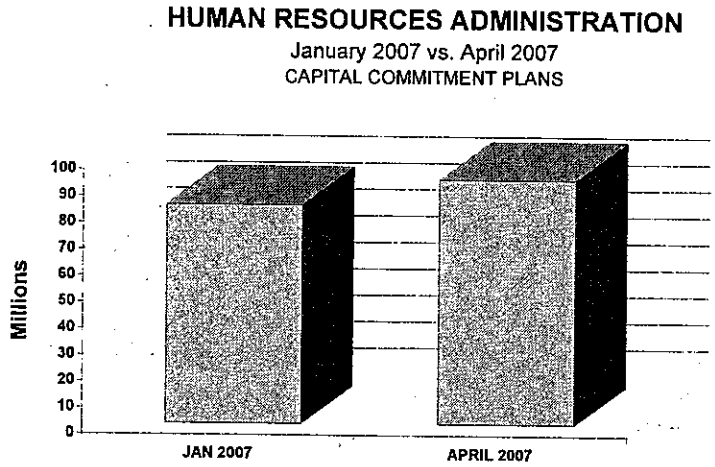
The Executive Four-Year Capital Plan is shown below:

EXECUTIVE CAPITAL PLAN – APRIL 2007
($ in millions)

	FY08	FY09	FY10	FY11	FY's 08-11
CITY	22.9	6.4	10.4	25.0	64.7
NON-CITY	6.2	3.5	6.1	12.0	27.8
TOTAL	29.1	9.9	16.5	37.0	92.5

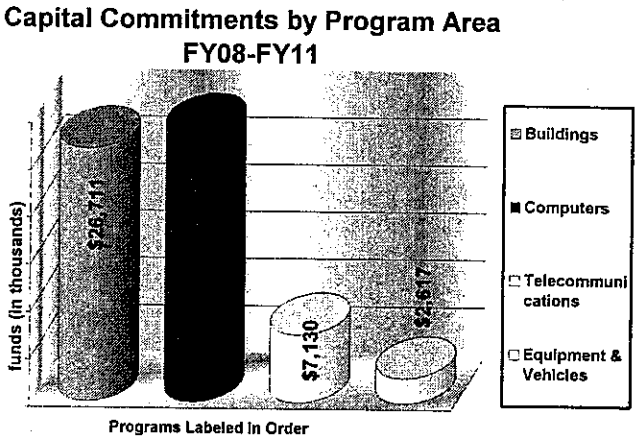
EXECUTIVE BUDGET HIGHLIGHTS:

The Human Resource Administration's (HRA) Ten-Year Capital strategy is divided into four primary program areas: improve employee productivity and the delivery of services, upgrade job centers, model offices and other HRA site, as well as the acquisition and upgrade of computer technology. $98.7 million of HRA's Ten-Year Capital Plan is allocated for Data Processing and Information Technology. This represents 50.6 percent of HRA's $195.2 million Ten-Year Capital Plan. The Department will continue to emphasize imaging and database management of paper records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications.



Construction, renovations and furniture make up $60 million, or 30.7 percent of HRA's Ten-Year Capital Plan. There is an increase of $10.2 million over the January Plan.

Planned commitments of $34.7 million for telecommunication upgrades, and $1.8 million for the purchase of vehicles have not changed since January.



With minimal variances from the January to April Plans, HRA will roll approximately $9.1 million dollars from Fiscal Year 2007 into Fiscal Year 2008.

TESTIMONY

OF

ROBERT DOAR

ADMINISTRATOR/COMMISSIONER

HUMAN RESOURCES ADMINISTRATION/DEPARTMENT OF SOCIAL SERVICES

BEFORE THE

CITY COUNCIL
GENERAL WELFARE COMMITTEE
FINANCE COMMITTEE

ON

THE FISCAL YEAR 2008 EXECUTIVE BUDGET

City Hall
MAY 15, 2007

Good afternoon Chairman de Blasio, and Chairman Weprin and members of the General Welfare and Finance Committees. I am very happy to be back here to provide testimony on Mayor Bloomberg's Executive Budget for 2008 for the Human Resources Administration (HRA) and also to share with you some of the issues and program areas at HRA that I will be particularly focused on over the coming months.

Before I expand on these points, I would like to provide the committee with an update on two issues that came up during the March Preliminary Budget Hearing. First, during that hearing, concerns were raised that doctors within our WeCARE program were not considering the notes and records that clients present to them. This requirement to review documentation is stated very clearly in the WeCARE guidelines and since the hearing, HRA has re-emphasized the importance of this requirement at its monthly meeting with each vendor. Also, in an April 13th letter to the vendors we reiterated that consideration of medical and related information is a contractual requirement and that in order to ensure compliance, they must clearly document in the individual's record that all medical and related information provided by the client has been reviewed. Both contractors provided a prompt written response to our letter. Both acknowledged the importance of review and consideration of all medical and related information provided by WeCARE participants and described the steps they were taking to ensure compliance.

Also related to questions the committee raised, I need to report that, in cooperation with FoodChange and the New York City Coalition Against Hunger, HRA is implementing an innovative program to allow individuals at soup kitchens and food pantries to electronically submit food stamp applications, and the supporting documents, to HRA. In its pilot phase nearly 90 food stamp applications have been submitted from food pantries and soup kitchens. This project continues to be implemented on schedule and we recently opened our fourth site in Queens. The community partner for that location is the East River Development Alliance. In the first week of June we will be opening our Manhattan location and we will then have a community partner working with a local food stamp office to submit applications in each borough. In addition to the community

aspect of this project, the HRA offices involved have also benefited from the implementation of the Paperless Office System (POS). This is a major technological investment that HRA is making in these offices in an effort to improve their ability to more efficiently process food stamp applications and re-certifications.

The Mayor's formal budget submission for HRA requests $6.7 billion in City Tax levy spending for the coming Fiscal Year. This spending includes the City's share of the major benefit programs available in New York City. We believe that, if adopted, this level will allow HRA to meet its obligations and achieve its goals for the coming year.

Looking forward, there are five major priorities for HRA. We must provide greater access to our work support programs using technology and community based providers; we must continue to focus on employment as the best path out of poverty; we must reduce Medicaid fraud and abuse by providers; we must support the elderly and persons with disabilities to remain in the community; and we must help to lead a larger effort to help those in our city who appear to be falling the farthest behind – young, low income men who we need to be better providers and role models for their children.

Let's start with greater access to programs using technology:

The POS Food Stamp pilot, which I mentioned at the outset, results in greater access to benefits because of its key elements: coordination with community-based organizations and the use of technology. Our Eligibility Data and Image Transfer System (EDITS) is another system that is improving access under a similar approach. EDITS allows for the electronic transmittal of Medicaid applications and imaged verification documents from healthcare providers and other community-based submitters to HRA's health insurance programs. After review by HRA eligibility workers, this system transmits data to the State WMS system and returns notification of a decision. The first of the EDITS modules, the Prenatal Care Assistance Program, has been operational since the end of FY 2006 and presently processes over 3,000 applications per month. Recent expansions of Facilitated Enrollers at St. Luke's Hospital and of Hospital In-Patient Applications at Beth Israel moved from testing into pilots at the end of March.

Our HIV/AIDS Services Administration's (HASA) Housing Unit has also automated the way it communicates with community providers. Our "HASAHousing" web-based application has reduced the time it takes to find housing for eligible clients and ensure accuracy and security of data. Providers can manage and update their vacancy rosters in real-time and our caseworkers can also request permanent supported housing for their eligible clients through a 'tie-in' to the system. This creates a seamless on-line process and connection between the caseworker and the vendor. The mechanism (or e-form) allows only providers with vacancies to receive referrals, eliminating extra paperwork and duplicative referrals.

We are using other forms of automation for recertification of benefits. We have two food stamp offices in a pilot program to recertify participants using an automated Interactive Voice Response System (IVRS). The IVRS gives clients who are aged or disabled, and on fixed income, the option of recertifying for benefits by calling into this system instead of appearing in person for an interview. It can be accessed any time of day or night prior to the scheduled in person interview and is linked to the information on the Agency's database. It uses that information to determine if the client's responses to the questions it poses regarding household eligibility factors differ from the data on file. If no changes are reported, the case is automatically recertified (as many as 35% a month of those eligible to recertify via this process have done so). We are seeking a USDA waiver to continue and expand this project and requesting Congress to allow the system to be used in lieu of in-person interviews.

Now let me turn to our focus on employment. The focus of our employment programs continues to be moving people to work as quickly as possible. For most people, the path to that goal is an integrated range of needed services. The model we have created provides for most people three days weekly in work experience and two days in the full spectrum of job search, training and education services. Our experience clearly shows that pursuing either activity exclusively is not the best approach.

Our Back to Work program embodies this combined focus. Most recipients in Back to Work participate three days weekly in work experience and two days weekly with one of our Back to Work vendors. The Back to Work vendors provide job search, vocational training and other services designed to move people to employment. These vendors also provide retention services to people who have obtained employment.

We intend to further enhance these strategies for shelter residents to allow them to take advantage of the rent supplement offered under Work Advantage. Our shelter residents have been very successful at moving to work. Last year, our Riverview center, which exclusively serves homeless shelter residents, placed more than 5,600 people into jobs. This year alone over 1,400 job placements have been made. With the strong positive incentive provided by Work Advantage, combined with additional work we intend to do with DHS and our employment vendors, we expect these numbers to increase substantially.

Medicaid Provider Fraud

As I testified in March, one of my highest priorities is to carry out the Mayor's commitment to support the integrity of the Medicaid program. As you know, NYC is part of the State's Medicaid Fraud, Waste and Abuse Demonstration Project designed to empower localities to join with the State to increase vigilance over Medicaid providers, ensuring that funds are responsibly spent. The City's new Office of Medicaid Provider Fraud Investigation (OMPFI), charged with conducting investigations and audits of Medicaid providers in NYC suspected of fraud, waste or abuse, is in its final stages of development and should be fully operational by the end of this summer. HRA has already submitted audit requests and we are currently coordinating efforts with the NYS Office of Medicaid Inspector General to ensure that duplicate audits of the same provider are avoided.

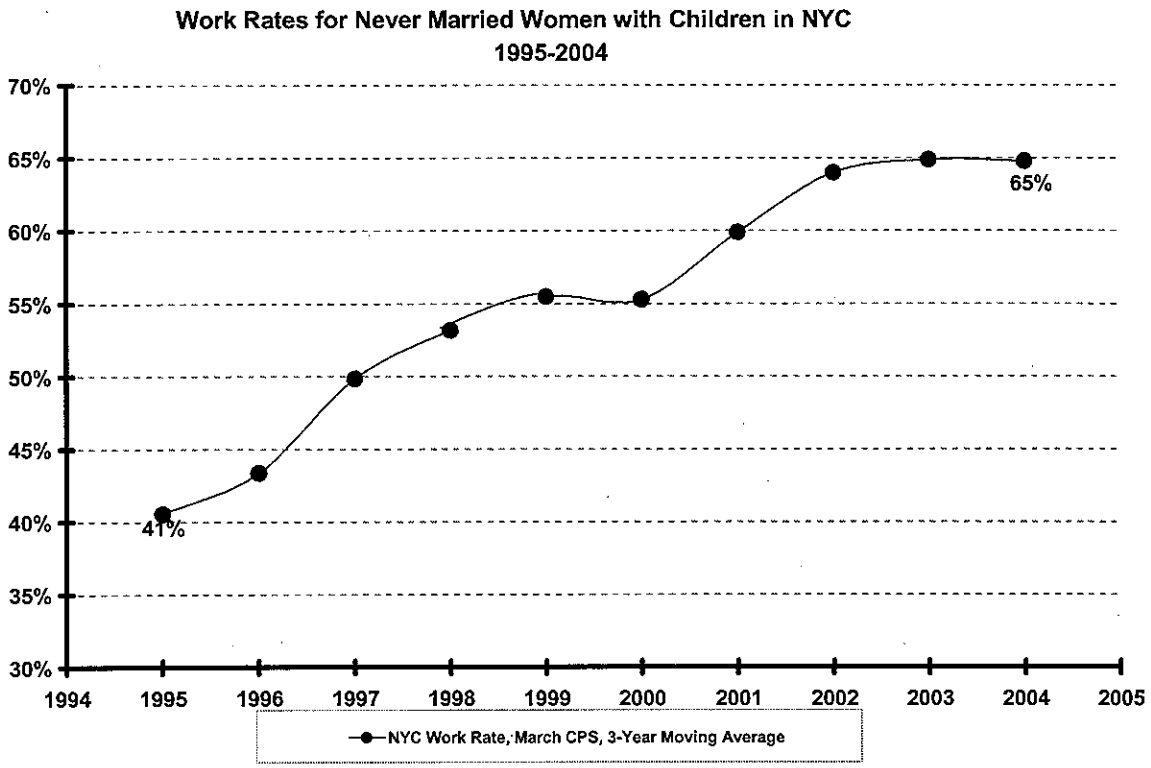
Supporting the Elderly and Persons with Disabilities to Remain in the Community

We have been, and continue to be committed to supporting elderly and disabled people to remain in their homes and avoid, or at least delay, care in institutional settings. Towards this goal, HRA with the Department for the Aging (DFTA) has been leading a citywide effort to plan for a Long Term Care Point of Entry system to streamline access to information and assistance on long term care services for the elderly and people of all ages with disabilities. New York State has awarded the City a $500,000 grant to analyze the current long-term care system and to recommend next steps to develop and implement the program. One of the major efforts to collect data for this analysis is an online survey, which was distributed to nearly a thousand local providers of long term care. HRA is currently negotiating the contract terms with New York State and plans to reach all of its planning milestones by the fall 2007.

In addition, HRA's Adult Protective Services (APS) program provides eviction prevention, assessment, undercare and preventive services for clients who require support to maintain their independence. To help address the unprecedented growth in this program, the largest class of new APS caseworkers ever hired – a total of 50 started training this week. Following 30 days of training on APS curriculum, city procedures, and the automated system, these staff will be assigned to the boroughs that have experienced the greatest growth in caseloads.

Raising the Standard of Living above Poverty

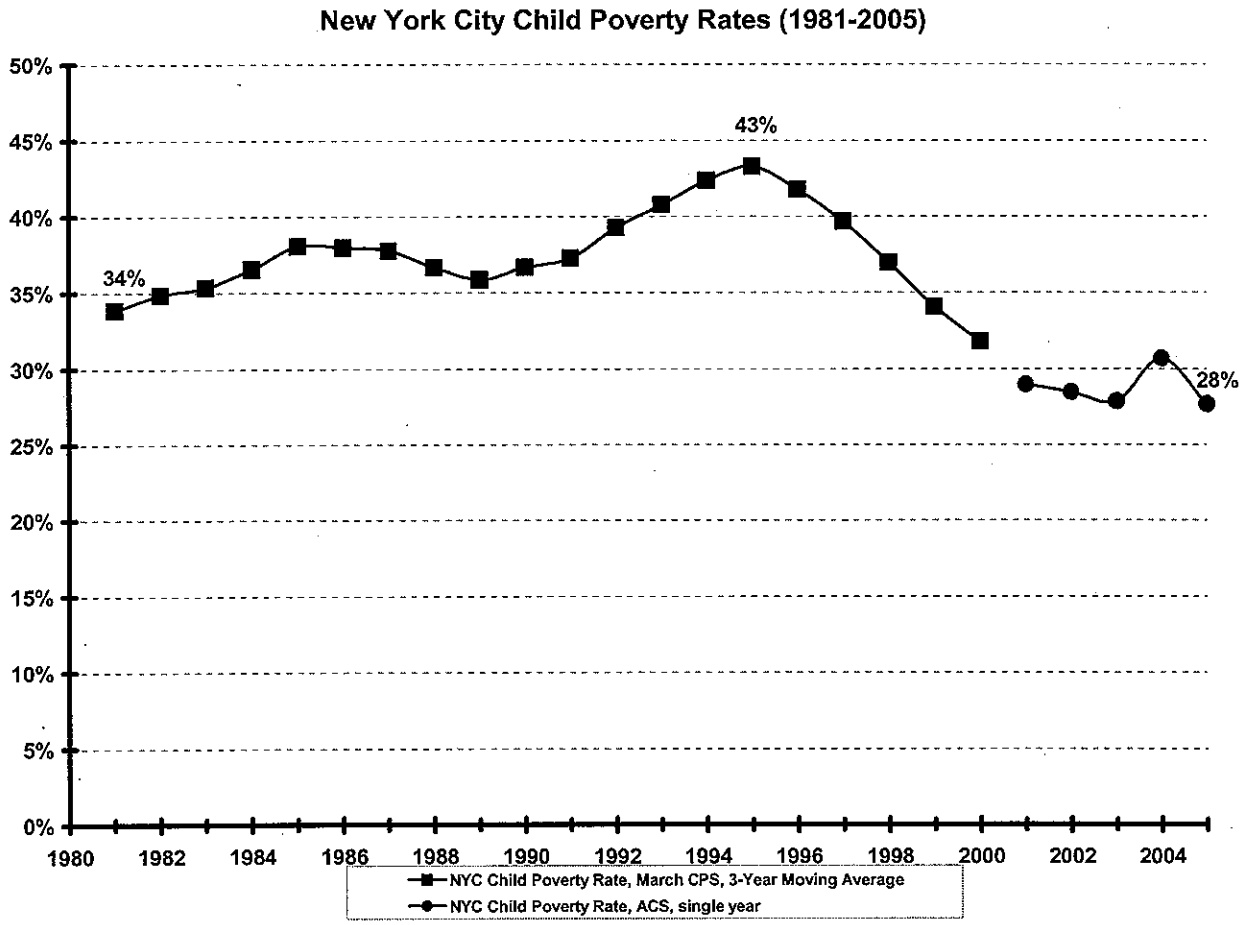
Before turning to our fifth priority, I think it is useful to take a look at the long term picture regarding child poverty in New York and how it shows us a path forward. The two charts below tell the story very well.



CPS 1995-2004 from

'Monitoring the Effects of Policy Change: Family Composition, Employment, and Child Poverty in New York State" NYS Office of Temporary and Disability Assistance

In the period starting in about 1995, the work rates for single mothers with children rose dramatically in New York City. As a consequence, and also due to the array of work supports available to New Yorkers such as food stamps, health insurance, child support collections, child care subsidies, and the Earned Income Tax Credit, the child poverty rate started a steady decline from a peak of 43 percent to the latest census poverty report figure of 28 percent.



This is progress. But Mayor Bloomberg believes it is not enough. A child poverty rate of 28 percent is still not acceptable. That's why, under the leadership of Deputy Mayor Linda Gibbs, the city is now moving forward with the recommendations of the Commission for Economic Opportunity which was tasked by the Mayor to develop strategies to reduce poverty. Under the guidance of the newly created Center for Economic Opportunity (CEO) and with funding from the "innovations fund", New York City agencies including HRA are moving forward with more than 35 initiatives across the city.

The Unfinished Agenda of Welfare Reform

But there is still even more to do and a key area for attention is the *other* parent of children in single parent households. I believe we need to do all we can to encourage

and support young, low-income working fathers to support the economic and social well-being of their children. It is well-established that children do better if they have two active and contributing parents, and it is also well established that the group that has seen the fewest gains during the past two decades has been young, low -income men. We are eager to support employment and parenting programs for young men who are not working and want to be stronger providers for their children. And HRA is active in creating and supporting programs that pursue that goal. For example, as part of the CEO initiatives, we have identified and sent letters to 2,260 non-custodial parents who have child support orders that appear to require payments far beyond the parent's ability to pay. Where appropriate, we are offering to adjust the order and arrange for an affordable schedule for payment. We have also built an employment component into the process, and if the non-custodial parent is unemployed or significantly under employed, he/she must agree to participate in our Support Through Employment Program (STEP).

We are also working with the Department of Corrections (DOC) to better assist prisoners, many of whom are parents, as they return to the community. We will be training Riker's Island discharge counselors so that they can better advise prisoners on how to navigate the child support system. Also, a child support liaison will be able to provide the counselor with the specifics of the prisoner's case prior to release so that if the circumstances warrant, the prisoner can be prepared to approach OCSE for administrative relief.

HRA is a large agency and its 15,000 employees are engaged on many fronts to help New York's most vulnerable populations. The information I have provided today only tells a part of the story but I hope it has given you a sense of our highest priorities and I welcome your questions and advice.

GOOD SHEPHERD SERVICES

Good afternoon, I am Lee Turner, Program Director at Good Shepherd Services, a child welfare and youth development agency that currently provides 2 very strong networks of preventive programs in Brooklyn and the Bronx, as well as foster and group care services. I am also Chair of the NYC FRP coalition. For the past 30 years, Good Shepherd Services has led the way in the development of programs that keep vulnerable children safe in their homes and living with their families.

I am here today to support the excellent improvement that the City Council has made to strengthen and enhance preventive services last year by the addition of 4.2M to reduce caseload size. I have witnessed the positive effects of the reduced caseloads in our General Preventive programs. Morale is significantly improved among staff; staff is able to spend more quality time with the families and children they serve that leads to more substantial change. Staff is also able to engage more families in important group work, like The Parenting Journey that works to nurture parents and challenges them to explore the effects of how they were reared and how this impacts their relationships with their own children. Staff now has more time to meet the other day-to-day challenges they experience from the demands of paperwork to handling crisis situations with families.

We must sustain this important initiative! I urgently request the restoration of the $4.2 million for caseload reduction. In addition, it is essential that we look at the wider array of preventive programs such as the Family Rehabilitation Programs (FRPs) and the Specialized Medical Programs to keep children safe at home while their parents work on improving their parenting capabilities or family crises are resolved. The additional $2.5 million needed to reduce caseload size for the specialized programs brings the total amount of funding needed to $6.7 million.

FRPs are home-based, intensive foster care prevention programs that work specifically with families affected by substance abuse. FRPs were first created in 1990 with a case load of 7 cases per worker, but this climbed over the years to the current level of 10. Staff simply cannot perform the safety assessments and high quality work that is rightfully demanded of them while satisfying the unfunded, labor intensive, computerized case and program recording demands of Connections, PROMIS, 72 hour case and Elevated Risk conferences, and neighborhood networks with the caseloads they currently carry.

The continuous reduction in the foster care census has been made possible because of the strong network of preventive programs that have been able to work with some very challenging and fragile families in their own communities. We have seen a greater

complexity of presenting problems in the referrals received by the FRPs, including an increased level of domestic violence and significantly more mentally and emotionally disturbed parents and children. Reduced caseloads are needed to address these critical needs.

FRP workers provide intensive, wrap-around services, the bulk of which are offered in the family's home. The FRP model requires workers to make three home visits per week at the beginning of the case and until there is a baseline of sobriety. Whenever there is a relapse, workers are required to resume this level of contacts. We estimate that each home visit takes approximately twice as much time as an office visit, when traveling time is considered. These services have major stress points that absolutely must be supported through the reduction of caseloads, if the quality of the front line delivery of services to these children and families is going to be maintained and children are to be kept safe in their neighborhoods.

UJA Federation of New York

NEW YORK CITY COUNCIL

FISCAL YEAR 2008 EXECUTIVE BUDGET HEARING

May 14, 2007

Elana Broitman
Director, City Policy and Public Affairs

Chairman De Blasio and Chairwoman Sears, Council members, thank you for allowing me to make a presentation to you today. I represent UJA-Federation of New York, which helps to serve a broad spectrum of New Yorkers throughout the five boroughs.

UJA-Federation of New York
UJA-Federation's mission is "caring for those in need, rescuing those in harm's way, and renewing and strengthening the Jewish people in New York, in Israel, and around the world."

We are a funding and coordinating body for more than 100 nonprofit health and human service and educational agencies in New York City, many of which are dedicated to providing a wide variety of services focused on youth, in large part through contracts with the City's Administration for Children's Services.

In the last fiscal year, we raised about $250 million from tens of thousands of donors, which we use in large part to support this network of not-for-profit agencies. However, our work would not be possible without the successful public-private partnership that exists between the New York City Council and UJA-Federation. While UJA-Federation does not take government funding, our agencies rely on public funding, in addition to philanthropic support, to provide child care and child welfare services, including Beacon schools, foster care, preventive services, and child care in centers and in family day care settings. Within our network, the Jewish Board of Family and Children's Services and the Jewish Child Care Association are prominent providers of preventive services across all 5 boroughs.

Child Preventive Services
We urge you to continue the valuable investments in Preventive Services the Council made last year to reduce caseloads and enhance services.

Last year, the Administration for Children's Services made strides in enhancing the ability of the child welfare system to respond to allegations of child abuse and neglect and to keep children safe and at home whenever possible. Thank you for your oversight.

We appreciated that ACS recognized the increased need for the services of preventive agencies and redirected $9 million in the last two fiscal years for preventive service enhancement and technical assistance grants. These funds allowed agencies the flexibility to offer to families services tailored to meet their unique needs. We are grateful that this funding has been baselined to assist programs handle the needs of the many high-need, multi-problem families in their communities. We also appreciate that that the Executive Budget included $2.4 million in new funding to add 1,000 slots.

The Child Safety Initiative added by the New York City Council was crucial in strengthening the ability of preventive service providers to serve at-risk families and keep children safe by reducing caseloads from 15 to 1 to the nationally-recommended average of 12 families to 1 caseworker. Providers are universally in favor of the reduction in caseloads, and feedback indicates that it will allow workers to dedicate more time to providing the intervention needed by families. We join our advocacy colleagues in urging the Council to preserve the $4.2 million, and that the negotiated budget increase the initiative to $6.7 million in order to expand the caseload reduction to all of the City's preventive programs including families affected by substance abuse and maintain the current supervisory ratio of 1 supervisor to 5 caseworkers.

Child welfare caseworkers play a vital role as the first point of contact with struggling families. The ability of agencies to retain qualified staff is critical if they are to be able to provide the quality of services that will keep children safe and at home whenever possible. While we understand that the City Council is unable to add a Cost-of-Living-Adjustment (COLA) to the budget, we join our colleagues in urging the Council to use its oversight role to encourage the Administration to provide a COLA to these dedicated providers. A $6 million investment would mirror adjustments that unionized municipal workers have received in recent years.

Universal PreKindergarten

We are delighted to see $60 million in funding in the New York State budget to expand prekindergarten opportunities to all four year olds. New York City has laid the foundation for a unique and exemplary system of early childhood education, a partnership that builds on resources in the community and in schools. Currently, close to 50,000 children are enrolled in prekindergarten in 500 public schools and over 500 community programs. This strategy of combining school and community resources has dramatically increased access for children to quality early learning and extended what is currently primarily a part day program to thousands of children who can participate in prekindergarten and *receive* the extended-day year-round services their families need.

While this funding is much appreciated, we understand that there is some concern that it will be difficult to spend all of it. Community programs are an important resource for ensuring that the City effectively uses this funding and builds upon it with the goal of expanding UPK to full day for four year olds and to three year olds. To that end, we strongly support the Council's intent to add UPK funding in order to create full day slots in community organizations. Working parents need full day coverage.

Child Care

Even as the City receives more funding to serve four year olds, many of our communities are facing the lack of subsidized child care for infants and toddlers. We understand that ACS is using some of the savings realized thanks to State UPK funding for additional infant and toddler slots, but that is not enough. Therefore, we hope that $5 million be added in the final budget to provide infant and toddler care in center or family based settings.

Again, thank you for your leadership on these critical issues.

Administration for Children's Services
Written Testimony before New York City Council
Committees on General Welfare, Women's Issues and Finance
Commissioner John B. Mattingly
May 15, 2007

Good afternoon Chair Weprin, Chair de Blasio, Chair Sears and members of the Finance, General Welfare and Women's Issues committees. I am John B. Mattingly, Commissioner of the Administration for Children's Services (Children's Services). Joining me today are Susan Nuccio, Deputy Commissioner for Financial Services, and Melanie Hartzog, Deputy Commissioner for Child Care and Head Start. Thank you for the opportunity to discuss the Fiscal Year 2008 Executive Budget for Children's Services. Children's Services 2008 Executive Budget provides for operating expenses of $2.7 billion - $865.9 million of which are City funds - and capital commitments of $35 million - of which $34.7 million are City funds.

I will highlight the key budget modifications since we talked at the Preliminary Budget hearing and provide you with an update on our progress in implementing a number of important child safety and foster care initiatives, including Improved Outcomes for Children. I will also brief you on our efforts to build an integrated early childhood care system in New York City.

Child Safety Progress

Strengthening Preventive Services

As the committee is aware, Children's Services continues to receive reports of child abuse and neglect at a significantly higher rate than in the past years. To ensure that we have the full range of services needed to support families in need of help, the Fiscal Year 2008 budget includes an additional $6.8 million in City and State funds to support the creation of 1,000 additional preventive services slots. Given the continued high rates of reporting, these additional slots will ensure that the City can meet the needs of

children and families as we were able to increase the utilization rate for preventive services to 100 percent over the course of the past year.

In addition to the creation of 1,000 additional preventive services slots, this budget also adds $9 million in preventive service enhancement funds that Children's Services has made available to providers in the past. This funding will continue to serve as an enhancement support to agencies and will also enable technical assistance for providers. We are in the process of identifying providers to receive this money for the coming fiscal year.

Nurse-Family Partnership

In a truly ground-breaking initiative, Children's Services has sought and received a waiver from the State Office of Children and Family Services (OCFS) to make preventive services funding available for the Nurse-Family Partnership. This program provides home visits for first-time mothers, with a special emphasis on at-risk teenage mothers with economic challenges. Women enrolled in the program are visited by a specially trained nurse at their home throughout their pregnancy and until their baby is two years old.

The Department of Health and Mental Hygiene's (DOHMH) Targeted Citywide Initiative, one of five Nurse-Family Partnership sites in the City, focuses on "very high risk" women—pregnant teens and women throughout the City who are in foster care, in homeless shelters, and in the Rikers Island Detention Center. The Nurse-Family Partnership (NFP) is a national program designed by Dr. David Olds, which research has shown to be effective in improving health-related outcomes and general social well-being. Through an intra-city agreement with DOHMH, this nationally renowned model has now been incorporated in Children's Services Preventive Services continuum and will serve as an intensive support to teen mothers in foster care.

Staff Hiring

In addition to these investments in preventive services, Children's Services remains committed to an aggressive staff hiring plan in child protective and family court legal services. Children's Services continues to hire between 70 and 80 child protective specialists each month. The addition of this staff and our ongoing commitment to hiring will support us in our efforts to reduce caseloads as our new staff continues to leave training units and take on a standard caseload.

We have also made progress in increasing the number of lawyers in our Family Court Legal Services division. Over the course of the past year, we have hired 93 additional attorneys. We are planning to add a class of 30 additional attorneys in September and then add a class of 14 attorneys every other month to keep pace with our staffing needs. We are hopeful that this level of hiring will enable us to reach the attorney caseload targets we have set for ourselves.

Improved Outcomes for Children

In April, Children's Services released a comprehensive plan to restructure the foster care system and achieve better outcomes for children receiving foster care and preventive services. This plan is focused on improving the results we achieve for children by:

- Providing more resources to serve children and families;
- Giving greater flexibility to those serving children and families;
- Holding the entire system more accountable for achieving results; and
- De-linking funding from nights spent in foster care.

Since announcing our plan, Children's Services has held a series of meetings with our provider agencies in advance of their applications to participate in the first phase of

Improved Outcomes for Children. Proposals for participation were due last week and 23 foster care providers and 9 preventive agencies applied for the first phase. We plan to announce the selected agencies in the beginning of June and then expect to begin planning and implementation throughout the summer in partnership with the agencies.

Children's Services has benefited significantly from our provider's feedback and thoughts. As a result of these conversations, we have adjusted some elements of our finance proposal in response to providers' concerns that some foster care providers might benefit less than others. We believe that their advice has strengthened the overall financial design of the proposal and look forward to continuing our joint work together as we move forward with implementation.

We would also like to update you on our efforts to staff the new positions created by Improved Outcomes for Children and ensure a successful transition for all affected staff. To date, Children's Services, along with DC 37 - Local 371, Office of Labor Relations, and the Department of Citywide Administrative Services, have hosted a job fair for all provisional staff affected by the first phase of implementation. As a result of this fair, all provisional staff have received offers for other positions. Children's Services has also posted and begun interviews for the new positions created by Improved Outcomes for Children and are currently negotiating with the union around the titles for these new positions, and when these new positions will be offered to staff. These conversations are a part of broader negotiations we are having with the union on the overall implementation of our plan. These discussions have been very productive and we are committed to continuing our dialogue with the union over the coming months.

Juvenile Justice Initiative

I would also like to update you one final child welfare initiative we have undertaken over the course of the past year to serve youth known to the child welfare system who also have juvenile justice involvement. Our program – the Juvenile Justice Initiative - is the first-ever alternative-to-placement and after-care program to use an evidence-based model proven to improve outcomes for youth involved in the juvenile justice system. The models used by the Juvenile Justice Initiative have reduced recidivism rates in other jurisdictions across the country by 30 to 70 percent.

To date, this program has served 125 New York City youth. The vast majority are served through our front-end diversion program which is offered in every borough. We have seen a number of positive effects on the families who have participated in the diversion program including more effective supervision of youth, reduced truancy and youth making connections to pro-social activities. For the smaller number of youth who have participated in the program as a form of after-care services, we have seen a reduction in length of stay and a much more supportive re-entry into their home community. The after-care component of this initiative is currently only in the Bronx and we are looking to expand our pilot to the other boroughs in the future. The Juvenile Justice Initiative's capacity is approximately 350 slots per year.

Child Care and Head Start

I would now like to update you on Children's Services' progress on the implementation of our Strategic Plan for Early Childhood Education. This plan represents a historic commitment to strengthen and improve early care and education services in New York City. We expect that as the Plan is fully implemented New York City's families will benefit from a stronger and more comprehensive early childhood care and education system.

Early Childhood Care Coordination

We would like to first bring you up to date on the work that Children's Services, Department of Education (DOE), Department for Youth & Community Development (DYCD), and the Office of the Mayor are doing to improve early care and education services for families in New York City. This effort has included the creation of a Mayoral Early Care and Education Committee.

As a part of this coordinated effort, the City is moving to fund care for 4-year-olds through Head Start and Universal Pre-kindergarten (UPK). This design means that child care funding will provide "wrap-around" care to create a full-day, full-year program for all 4-year olds. Such program collaboration and maximization of resources increases Children's Services' ability to expand services to infants and toddlers, who are currently greatly underserved. The Department of Education has recently issued a Request for Proposal for the expansion of Universal Pre-kindergarten services. We are urging that all providers carefully consider this opportunity, if they want to continue to serve 4-year olds.

Children's Services is also working with the Department of Youth and Community Development to coordinate Out of School Time (OST) care for low-income, working families with school age children. OST programs provide quality after-school, year-round academic support and recreational activities throughout the City. Our continuing goal is to ensure that all low-income families utilize OST programs for school age children.

As part of a long-term effort to improve the quality of care throughout the overall system, Children's Services and the Department of Education, in partnership with Child Care and Head Start programs established quality standards and a single performance measurement tool across all publicly-funded contracted child care programs. Both agencies will utilize this performance tool to better target quality enhancement training

and technical assistance for programs. This summer and fall, Teachers College at Columbia University will run a pilot test of the performance measurement system.

New York City is the first city in the nation to develop a common performance measurement system across all early care and education settings. I would like to put everyone on notice, however, that - as happened when we began to address quality standards in foster care – Children's Services is serious about our commitment to each child served by our system and that every child will receive the quality of care that child deserves.

Full Enrollment Initiative

As the committee is aware, Children's Services has also launched a Full-Enrollment Initiative. This includes community-based enrollment, making it easier for parents to enroll their children locally, along with a simplified child care application form. As a result, parents in the Bronx, Queens, and Manhattan can now enroll their children at participating, local child care centers instead of having to go to a centralized location (the initiative will begin in Brooklyn and Staten Island this June). Most importantly, more than 1,000 additional children have been served as a result of the hard work of the individual child care centers and the Children's Services Resource Area Centers over the course of the past year.

Shortly, Children's Services will release a report explaining the purpose and the methodology of its community needs analysis. This analysis helps to explain reasons why aligning early care and education services according to community need serves to benefit eligible children and families by maximizing and ensuring an equitable distribution of public resources. To further promote full-enrollment, Children's Services is also developing new administrative procedures to reimburse child care providers according to enrollment. By capitalizing on the use of every available slot, the system

will be able to make care available where it is most needed by families throughout the City.

Conclusion

I hope that it is clear from my testimony today that Children's Services is fully committed to achieving our mandate of protecting at-risk and abused children and providing high-quality child development services to families in New York City. Thank you for allowing me to discuss these important issues with you this afternoon, and I welcome any questions you might have.

TESTIMONY

OF

STEPHANIE GENDELL

SENIOR POLICY ASSOCIATE FOR CHILD CARE AND CHILD WELFARE

FOR

CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK, INC.

BEFORE THE

NEW YORK CITY COUNCIL

FINANCE, GENERAL WELFARE AND WOMEN'S COMMITTEES

REGARDING THE

NEW YORK CITY EXECUTIVE BUDGET PROPOSALS

FISCAL YEAR 2007-2008

May 15, 2007

Citizens' Committee for Children of New York, Inc. 105 East 22nd Street New York, NY 10010
Phone: 212.673.1800 Fax: 212.979.5063 Web: www.cccnewyork.org

Good afternoon. My name is Stephanie Gendell and I am the Senior Policy Associate for Child Care and Child Welfare at Citizens' Committee for Children of New York, Inc. (CCC). I would like to thank Council Members Weprin, de Blasio and Sears and all members of the New York City Council Finance, General Welfare and Women's Committees for this opportunity to testify on New York City's Executive Budget for Fiscal Year 2008.

For 63 years, Citizens' Committee for Children of New York, Inc. (CCC) has convened, informed and mobilized New Yorkers to make New York City a better place for children. CCC's approach to child advocacy is fact-based and combines the best features of public policy advocacy with a tradition of citizen activism.

The Mayor's CFY'08 Executive Budget takes bold steps towards shaping New York City for the future. He has envisioned a city that has a better-developed infrastructure, is business friendly, and is cleaner and greener. The current economic resurgence allows us to consider investing in the future, and it is wise to do so. The CFY'08 Executive Budget funds the creation of a New York City Child Care Tax Credit – making child care more affordable for families with young children. It also puts forward an unprecedented early budget agreement with the City Council to baseline $10 million for family child care and guarantee uninterrupted child care for nearly 1500 children and includes $5.5 million in funds to ensure 38,000 summer jobs for the city's youth. The CFY'08 Executive Budget also includes new education funding totally $2.2 billion over four years, which when added to state education aid increases will result in $5.4 billion in additional resources for New York City schools. The Council's Response to the Mayor's proposals furthers aspirational thinking by promoting an impressive set of initiatives that would make the city a better place for children and families - by deepening the local EITC, creating a Renter Credit and expanding full day Universal Pre-Kindergarten.

There is an opportunity for the Mayor and the Council to take advantage of the budget surplus by investing deeply today in New York's most precious resource – our children – and setting them on a course to being healthy, educated and prosperous.

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Yet, despite significant gains in funding for many essential services and aspirational plans, the CFY'08 Executive Budget does not fund over $100 million in Council initiatives that have historically supported community based services for children and youth. In addition, the CFY'08 Executive Budget includes a gap of $68 million in child care resources. If these issues are not resolved many children, youth and families will go with out community based services upon which they have come to rely and far fewer children will receive child care subsidies.

Administration for Children's Services (ACS):

The Mayor's CFY08 Executive Budget funds critical initiatives at ACS including more child protective caseworkers and Family Court attorneys to manage increased caseloads, the "Take Good Care of Your Baby" child safety and foster parent recruitment campaign, an additional 1000 preventive service slots to serve the increased number of families identified as at-risk and needing services to keep children safe, the $9 million preventive service enhancement initiative and $10 million to maintain family child care for up to 1400 children.

While this funding is critical to keeping children safe and for supporting and strengthening families, there are several critical shortfalls in ACS's budget that CCC would like to see in the negotiated budget.

Child Care:

While the Executive Budget adds to ACS's budget $10 million for OST, $2.2 for Social Service Priority Child Care slots, and transfers approximately $21 million from HRA to ACS to support the child care program previously administered by HRA for families on or transitioning from public assistance, ACS still has a $68 million budget shortfall in its child care program. To ensure that families continue to receive child care subsidies so parents can work, to ensure that New York City is in compliance with federal TANF requirements, to enable ACS to implement its strategic plan to serve more infants and toddlers, and for the Mayor to accomplish his campaign promise to serve more children through child care, this budget gap must first be resolved.

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Child Welfare:

Over the past two years, ACS, the Mayor's Office and the City Council have all taken steps to dedicate resources to ensuring the safety and well-being of children and families, and to provide support services to keep children safely in their homes. While the CFY08 Executive Budget funds ACS child protective workers and attorneys and an additional 1000 preventive service slots for families in crisis needing support and services, the Executive Budget failed to fund the City Council's FY07 Child Safety Initiative nor support an enhancement to this initiative.

CCC appreciates the efforts that the Council, particularly the General Welfare, Finance and Women's Committees made last year to secure this money and once again would like to thank you for securing these critical resources. We apologize for coming back to you with this request, but unfortunately the Mayor's Executive Budget failed to include the $4.2 million. We urge you to take the necessary steps so that the Council's $4.2 million Child Safety Initiative will be restored—this will maintain the reduced caseworker ratio (of 12 to 1 instead of 15 to 1) at General Preventive Programs so the caseworkers can spend more time working with at-risk families and ensuring children can remain safely in their homes. This past year, this initiative was a tremendous value to the work done at general preventive programs to ensure supportive services were in place for families, advocate for the families needs in other service systems such as housing and education, and to more closely monitor whether children were safe. While child fatalities may not be on the front page of the paper this year, this City must not take any steps backwards when it comes to ensuring child safety and maintaining the initiatives that were put in place to address the shortfalls that had been previously identified in the system..

In addition, CCC asks that the negotiated budget include a $2.5 million enhancement for this initiative to maintain the 5 to 1 supervisory ratio at preventive programs and to reduce caseload ratios at the other types of preventive programs, such as special medical and Family Rehabilitation Programs.

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Department of Homeless Services (DHS):

We urge the City Council to work with the Mayor to restore the following essential services provided by the Department of Homeless Services:

- $1.03 million for Community Based Consultants
- $550,000 for the City-Task Force on Housing Court
- $2.5 million for Anti Eviction Legal Services
- $500,000 for Citywide Homeless Prevention Fund

Human Resources Administration (HRA):

We urge the City Council to work with the Mayor to restore the following essential services provided by the Human Resources Administration:

- $2.5 million for UI/SSI Legal Assistance
- $1.5 million for Emergency Food Programs
- $765,000 EITC Legal Assistance
- $1.3 million for Legal Services for Working Poor
- $3.2 million Civil Legal Services
- $100,000 for MFY Legal Services

By way of conclusion, it is essential that the Council and Mayor begin to chart a course with new and bold initiatives that work towards *Securing Every Child's Birthright* to be healthy, housed, educated and safe. To this end, CCC urges the City Council and Mayor to work together to:

- Add $800,000 to expand the local Newborn Home Visiting Program to first time parents in targeted neighborhoods in Staten Island and Queens that do not currently benefit from the city's home visiting program.

- Secure authorizing legislation in Albany to create a NYC Child Care Tax Credit and to help make quality child care affordable for working parents and Create a Renter Tax Credit to provide tax relief to New York City renters and offset high rent burdens; and

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- Ensure that all New York City residents have access to healthy, affordable food –by lifting the cap on food vendor permits for vendors who will sell fresh produce in underserved communities; post rankings online at nyc.gov for grocery store maintenance of acceptable food safety, pricing products and sanitary conditions, and encourage supermarkets to expand delivery areas and shuttle service to distant neighborhoods.

Thank you for your time and consideration of our requests for New York City's children.

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NYLAG
NEW YORK
LEGAL ASSISTANCE GROUP

Yisroel Schulman, Esq.
President & Attorney-In-Charge

New York City Council

Testimony of Elena Goldstein, Esq.

May 15, 2007

My name is Elena Goldstein and I am with the New York Legal Assistance Group (NYLAG). I am very pleased to have this opportunity today to inform members of the City Council of some of the services provided by NYLAG, and to introduce a new and exciting initiative provided by NYLAG.

For those of you who are not familiar with NYLAG, our organization provides legal case consultation, direct legal representation, impact and class action litigation and community education to no-income and working poor New Yorkers who would otherwise be unable to afford or receive legal help. As a city-wide multi-legal service agency, NYLAG fills a vital gap by providing legal assistance to a wide range of low income populations including victims of domestic violence, low income women, immigrants, children with special needs, the elderly and many other indigent populations.

Our salaried staff of over 60 professionals and 75-100 volunteers provides legal representation and advocacy for New Yorkers who cannot afford or access quality legal services. NYLAG is composed of several units:

General Legal Services Unit – helps individuals of all ages who have been erroneously denied public benefits or whose benefits have been wrongfully delayed.

- Child Advocacy Project – Helps children with special needs gain access to home care services, health care, education services and other entitlements.
- Elder Law Project – Assists low-income seniors with legal issues including healthcare, entitlements, nursing home/hospital rights, and wills, as well as education to ensure that clients understand their rights.

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www.nylag.org

- Project FAIR – offers on-site information, assistance and referrals regarding rights and procedures in the fair hearing process to challenge the wrongful denial of public assistance, food stamps and Medicaid benefits.

Matrimonial & Family Law Unit

- Services include representation in divorces, child custody/ visitation, orders of protection, spousal and child support, and foster care matters.
- NYLAG's Matrimonial Project serves litigants who are poor, working poor, or without access to the marital assets, who cannot afford to hire counsel. We handle both contested and uncontested divorces.
- Awards of spousal and child support and equitable distribution enable battered women to sustain financial independence, and towards that end, safety.
- Our Domestic Violence Clinical Center assists clients in obtaining orders of protection and provides representation in custody and visitation matters in family court.

Immigrant Protection Unit

- We assist immigrants applying for citizenship or legal residency status and to apply for and retaining appropriate government benefits.
- Our attorneys visit immigrant community centers and answer questions on public benefits issues including SSI, food stamps, Medicaid, and welfare.
- We also offer education and training to social service professionals, advocates and immigrants.

Special Litigation Unit

- Serves as a watchdog that monitors the delivery of government benefits and services, as well as the changes in basic entitlements.
- Current NYLAG impact litigation addresses issues ranging from the ability of low-income New Yorkers to access food stamps to the right of the disabled elderly to receive government-funded home care.

Legal Health

- Brings together legal and medical professionals to improve the lives of low-income children and adults with serious health concerns.
- Because medical and legal needs are often intertwined, LegalHealth provides free legal services to patients within the medical setting and educates healthcare professionals to better address their patients' needs

In 2006, NYLAG handled over 20,000 cases benefiting over 30,000 individuals. Currently, NYLAG provides legal advice, referrals and assistance at 31 off-site locations including hospitals, community centers, courthouses, and social service agencies. NYLAG partners with over 300 social service agencies throughout New York City to receive referrals in all areas of civil legal needs.

Last year, our Immigration Unit received generous Immigrant Opportunities Initiative funding totaling $272,500. With these funds, we have provided direct legal services to thousands of their constituents, community education forums for social service agencies identified by them, and staff training when requested. We welcome the opportunity to partner with other members of the City Council.

Letitia James
Bill de Blasio
Darlene Mealy
David Weprin
Maria Baez
Thomas White, Jr.
Melinda Katz
Alan Gerson
James Gennaro

The Justice at Work Project

In addition, I am pleased to announce the launch of NYLAG's Justice at Work Project. Low-wage workers, most of whom are immigrants, remain extremely vulnerable to exploitation in the workplace - a recent New York City survey estimated 50% of restaurant workers - many of them immigrants - were not paid in accordance with federal or state labor laws.

The Justice at Work Project aims to ensure that low-wage and immigrant workers can enforce their rights under state and federal labor laws, including their rights to be paid minimum wage and overtime and rights to be free from discrimination and harassment.

To this end, the JWP partners with community organizations, providing outreach and educational trainings, as well as on-site intakes and advice sessions.

JWP also provides free legal representation on a wide range of employment law issues. Our services run the gamut from advice, to informal negotiations with employers, to active litigation in state and federal court.

And finally, with the help of other units and projects at NYLAG, JWP ensures that low-wage workers receive access to holistic legal services on issues unrelated to their employment, for example, ensuring that an immigrant worker who was fired because she complained of sexual harassment in the workplace has access to immigration services that can enable her to remain living and working in this country.

Thank you for your interest in the New York Legal Assistance Group today. I have brochures and information sheets for anyone who would like more information.

Testimony
New York City Council Social Services Committee
Thursday, March 15, 2007

Submitted by
Ralph Palladino
2nd Vice President DC 37 Local 1549 and Co-Chair of the Bellevue Childcare Committee

Local 1549 represents over 18,000 clerical and administrative employees including over 6000 working for the Human Resources Administration (HRA), ACS and DYCD. Our members are Eligibility Specialists I, II and III who determine Medicaid and food stamp eligibility among other titles.

First, I would like to thank the City Council for all its support for our newly opened childcare center at Bellevue Hospital. It will become a 24-hour center as soon as program funding is found. Currently it is serving close to 200 families.

We would also like to thank Speaker Quinn for her historic initiative to enhance Food Stamp Enrollment along with the rest of the City Council and Central Labor Council. We thank Councilman Gioia for his investigatory work on this issue and also Chairman DeBlasio for his oversight hearings and support over the years including on the issue of Childcare.

We are concerned about the following areas:

1. **Childcare.** Childcare assistance is badly needed by our members and the public. Working people must often choose between staying home to take care of children and keeping a job. Increasing quality childcare services and making them affordable will increase productivity for public and private employees. In order to keep New York working we ask that assistance be expanded to include more working people. We also ask that the City find funding to support the building more childcare centers that, like at Bellevue, are staffed by trained union members. Childcare Inc estimates that current supply in the city is only at 20% of what is needed. There is a 50 person waiting list at Bellevue alone.
2. **Food Stamps.** Food Stamp locations report to the DC 37 Clerical Division that there are severe staffing shortages of Eligibility Specialist II and III who determine eligibility. There are currently backlogs of work in this area even with overtime increases.
3. **Medicaid.** With healthcare reform looming on the immediate horizon the City needs to look at reinforcing the HRA Medical Insurance Service Center Agency (MISCA). This is especially true of centers located in city hospitals. Those centers are already stretched to the limits and will require additional staffing with the anticipated additional workload. Cites should be expanded to private hospitals also. Our Eligibility Specialists II and III titles play the critical role in the Medicaid application program. The Governor's expansion of the Medicaid, Child Health and Family Health Plus programs will necessitate increased staffing in order keep up with the demand.

There should be no need for any shortages outlined above if we had fairer taxation in the city and state. We call on the Council to support closing tax loopholes for banks and reject proposals for reducing income taxes and clothing taxes that only benefit the rich at the expense of services.

Federation of Protestant Welfare Agencies

TESTIMONY

of

The Federation of Protestant Welfare Agencies

Before the
New York City Council General Welfare Committee
And Women's Issues Committee

Executive Budget Hearing – Fiscal Year 2007-08

May 15, 2007

Prepared by:

Caitlyn Brazill,
Senior Policy Analyst for Workforce Development and Income Security

Vani Sankarapandian,
Senior Policy Analyst for Early Childhood Education and Child Welfare

My name is Vani Sankarapandian and I am the Senior Policy Analyst for Early Childhood Education and Child Welfare at the Federation of Protestant Welfare Agencies (FPWA). For 85 years, FPWA has been a leading policy advocate for individuals and families served by our almost 300 member human service agencies and churches in and around New York City. FPWA promotes the social and economic well-being of greater New York's most vulnerable by strengthening human service organizations and advocating for just public policies.

First, I would like to thank the Mayor and the City Council for their attention to the needs of children and families across New York City. FPWA is especially pleased to see an investment of $2.4 million in City funding to support 1,000 slots for preventive services. In the past year, reports of child abuse and neglect in New York City have been increasing and these additional slots are necessary to meet the demand for preventive services. FPWA is confident that this investment will help relieve the strain placed upon the city's preventive services system.

Today, FPWA calls upon the City Council and the Mayor to make an even greater commitment to supporting vulnerable children and their families in New York. To that end, I will discuss FPWA's budget priorities in the areas of child care, child welfare and income security.

Child Care

Quality early care and education is a vital component of preparing children for future academic achievement and success in later life. Children who have the benefit of a preschool education are more likely to graduate from high school, attend college, participate in the workforce, and avoid risky behavior such as drug use and criminal activities.[1] Furthermore, as noted by the Mayor's Commission for Economic Opportunity, scarce child care resources in New York City continually impact low income working families. FPWA joins with the Commission in saying that New York City should "do all it

[1] Schulman and Barnett, "What Impacts Does Preschool Education Have on Personal Responsibility and Related Social Behavior?," National Institute for Early Education Research, 2006. Available at http://nieer.org/resources/research/ImpactsOfPreKOnLifeChoices.pdf.

can" to invest in quality early care and education programs.[2] We urge the New York City Council and the Mayor to increase the availability of high quality, affordable child care.

New York City is currently experiencing a shortage of subsidized care for infants and toddlers. Four-year-old children are nearly ten times more likely to receive subsidized early care and education services than one-year-olds.[3] This greatly impairs parents' ability to work while their children are under age three, which can have serious implications for the financial stability of low income families. FPWA urges the City Council and the Mayor to invest $5 million for 500 additional slots in quality early care and education programs that serve infants and toddlers.

FPWA also urges the New York City Council to invest a total of $3 million for capital improvements at publicly-funded child care centers and family child care sites. Given the shortage of subsidized care for infants and toddlers, coupled with open classroom space in child care centers, there is an opportunity for child care centers to serve more children under the age of three. We propose investing $2 million of this funding to assist centers in re-equipping existing child care classrooms to serve younger children. In addition, the remaining $1 million would be available to help family child care providers make improvements needed to comply with health and safety regulations, including egress requirements.

FPWA implores the Council to invest $8 million in family child care networks. Family child care networks are vital for working parents who prefer "home-based" care, offering an integral support system to caregivers and families. These networks recruit child care providers, offer support services such as training and technical assistance, and make referrals for families in need of child care. To provide these services, networks receive a fee of $17.06 per child per week. While the burden of this fee was previously split between the City and family child care providers, providers now pay the full network fee. This places great financial strain on poorly compensated providers, and may discourage them from participating in the networks. For this reason, FPWA encourages New York City to support networks and providers by funding the full network fee.

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[2] "Increasing Opportunity and Reducing Poverty in New York City," New York City Commission for Economic Opportunity, September 2006.
[3] "Rethinking Child Care: An Integrated Plan for Early Childhood Development in New York City," New York City Administration for Children's Services, 2005.

FPWA is pleased to see that an additional $60.9 million for the expansion of the Universal Pre-kindergarten program, which will provide up to 18,000 new half-day seats, was included in the Executive Budget. However, in recognition of the impact of pre-kindergarten policies and funding on the child care system, FPWA strongly urges the New York City Council and the Mayor to ensure that this funding is distributed in a way that supports the provision of pre-kindergarten services in community-based organizations (CBOs). Access to pre-kindergarten services in a variety of settings other than schools allows parents to choose the setting that best fits their needs. Working parents may prefer to enroll their children in pre-k classes offered by CBOs because of their ability to offer full or extended-day care and/or year-round services, geographical convenience or the participation in CBO programs of other children in the family. Therefore, community-based programs should be funded at a level that supports the viability of these programs as well as certified teachers.

Child Welfare

Tragedies related to child abuse in the past few years have directed attention to the importance of investing in child maltreatment prevention, and remind us all of what can happen if these services are under-funded. Preventive service agencies provide invaluable assistance to families at risk of entering the child welfare system. Their workers are the city's ongoing line of defense, promoting and supporting family stability, but ready to intervene if warranted.

As such, FPWA strongly urges the Mayor and the Council to restore the $4.2 million added to the budget last year to reduce general preventive service caseload sizes from 15 to 12. This funding, which leverages over $8 million in State funds, allows preventive caseworkers to provide higher quality services to the families that they serve. The caseload reduction funding added for the first time last year went to over 130 general preventive providers in communities in each borough, allowing agencies to reduce overwhelming caseloads and accommodate increasingly complex cases. In the words of one Brooklyn program director, "There is a palpable sense of relief among staff that is the result of an ability to do both advocacy work and direct counseling at a level closer to pre-CONNECTIONS levels." It is imperative that agencies be able to rely on this funding in the future, and we again urge the Mayor and the City Council to restore this investment.

FPWA also strongly urges the City Council and the Mayor to increase this funding by $2.5 million to help reduce caseloads for the remaining preventive programs and to ensure that all preventive programs can maintain the ACS-recommended supervisory ratio of 1:5. Among other preventive programs, this funding would help reduce caseloads for Family Rehabilitation Programs and Medical Specialized Programs, which serve children and families affected by HIV/AIDS, severe medical disabilities or substance addiction. These programs require caseload ratios of 1:8 to preserve the high quality of services provided in the face of increasingly complex cases and large families. Furthermore, this funding could be used to ensure that agencies who hire new caseworkers are also able to hire new supervisors to maintain the appropriate supervisory ratio of 1:5. Across all preventive programs, supervisors are the key to quality, working closely with less experienced workers to make clinical recommendations, advise staff about quality program referral based on their community knowledge and ensure that staff is meeting the exhaustive reporting requirements.

Income Security

FPWA has a long-standing commitment to a solid safety net and supports for low income families. We staff the Welfare Reform Network, an over 20-year-old collaborative of advocates, service providers, policy-makers, and current and former public assistance recipients committed to improving policies impacting the most vulnerable New Yorkers.

FPWA strongly supports Speaker Quinn's proposal to create a $300 refundable renter's tax credit. This is an innovative strategy to ensure that 1.1 million renters realize the benefits of a growing economy previously provided only to property owners. With a median income of roughly $35,000 per year, New York City's renters certainly deserve a comparable rebate to homeowners, whose median income is $65,000 per year.[4] We commend the Speaker for her progressive vision and thank her for her leadership on this issue.

More broadly, FPWA urges the Human Resource Administration to commit to increasing access to education and training for public assistance recipients, helping people gain access to jobs that lift them and their families out of poverty permanently. While we recognize the new federal regulations constrain localities' abilities to engage recipients in

[4] Pasanen, Glenn, "Property Tax Reform – NOT." Gotham Gazette. New York, NY: 11 January, 2007.

education and training, we hope that HRA will design transitional jobs, internships and work-learning opportunities that help people develop skills and knowledge needed for family-supporting wage jobs. While job placement and work experience works for some, most of the people currently receiving public assistance have serious barriers to stable work, including a lack of high school degree or GED, limited or no English proficiency or low literacy. Recipients must be given a chance to address these barriers if they are to obtain living wage jobs. Where possible, HRA should identify students who are engaged in basic or post-secondary education in the "un-engageable" portion of the caseload to ensure they can complete their education without distracting and unproductive work requirements.

Finally, we ask the City Council to restore $1.5 million for food pantries funded through the Human Resources Administration that is once again missing from the Mayor's Financial Plan. More than 10 percent of New Yorkers experience food insecurity and 1.2 million eat at food pantries, soup kitchens and shelters every year.[5] More than two in ten people relying on food pantries are elderly and one-third are children.

Thank you for the opportunity to testify.

[5] "Hunger in America 2006: The New York City and State Report," Food Bank for New York City and City Harvest. New York, NY: 2006

neighborhood family services coalition

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Brooklyn Bureau of Community Service
Citizens' Committee for Children of New York City
Church Avenue Merchants Block Association (CAMBA)
Community Service Society of New York
Council of Family and Child Caring Agencies
Cypress Hills Local Development Corporation
The Door
Episcopal Social Services
Forest Hills Community House
Goddard-Riverside Community Center
Good Shepherd Services
Harlem Children's Zone
Harlem RBI
HeartShare Human Services
Isaacs Center
Little Sisters of the Assumption Family Health Service
New Settlement Apartments Community Services
New York Foundling Hospital
New York Urban League Services to Families
SCAN New York
Seamen's Society for Children and Families
St. Raymond Community Outreach
United Neighborhood Houses

facilitator
Jim Marley

staff director
Michelle Yanche

staff associate
Nyasha Griffith

TESTIMONY BEFORE THE
NEW YORK CITY COUNCIL
FINANCE AND GENERAL WELFARE COMMITTEES

May 15, 2007

Re: The Executive Budget for FY '08- Preventive Services

Good Afternoon. I am Nyasha Griffith and I am here to testify on behalf of the Neighborhood Family Services Coalition regarding the Mayor's Executive Budget for fiscal year 2008, as it impacts Preventive Services.

I would like to take this opportunity to recognize the leadership of Chair de Blasio and the General Welfare Committee on issues relevant to the welfare of the children and families of New York City. Your commitment to the provision of quality preventive services is greatly appreciated. Thank you for this opportunity to testify.

The Neighborhood Family Services Coalition (NFSC) is a group of service providers and advocacy organizations that is committed to the delivery of quality services for children, youth and families at the neighborhood level. Our overarching goal is to transform best practice into public policy – focusing in the area of preventive services and also youth programs, youth employment, and increasing community organizations' collaborations with public schools.

Over the past year New York City Administration for Children's Services (ACS), has had the challenging task of improving the child welfare system's ability to respond to abuse and neglect reports, in the context of highly publicized fatalities of children known to ACS. ACS has taken significant steps to enhance their ability to investigate allegations and keep children safe and at home whenever possible. Examples of actions taken by ACS include reorganization at field offices, hiring of additional Child Protective Specialists, and providing increased support for ACS field office operations.

We are heartened that ACS is acting to reduce risks and improve front-end performance. While investment in front-end Child Protective Services (CPS) is important and must be continued and supported, equally critical is the urgent need to widen and deepen the network of vital preventive services that work directly with struggling families to ensure the safety of children living at home. This need is acutely pressing given the reality that foster care preventive services are currently operating at or near full capacity. This increases the likelihood that families in need of such services may experiences difficulties receiving them. We are pleased that the Administration included $2.4Million City Tax Levy to expand the number of available slots in preventive programs. This will ensure that ACS is better able to adequately respond to the increased demand for preventive services.

We commend ACS for recognizing the increased need for the services of preventive agencies and baselining the $9 million that was redirected in FY05 and FY06 for preventive service enhancement and technical assistance grants. These funds allowed agencies the flexibility to offer to families services tailored to meet their unique needs. Ways in which the funding was used included purchasing supplies for children, increasing agency capacity to serve families of varying cultures, and creating contingency cash funds for families in need.

The Child Safety Initiative added by the New York City Council in FY '07 was particularly crucial in strengthening the ability of preventive service providers to serve at-risk families and keep children safe by reducing caseloads from 15 to 1 to the nationally-recommended average of 12 families to 1 caseworker. Smaller caseloads will allow workers to provide more intensive intervention and make it easier for them to better protect the children in their care. The $4.2 million city tax levy (CTL) for this purpose was extremely beneficial and was a welcome infusion of funds into the preventive services system. Now we need funding to annualize the allocation and ensure it is applied to all preventive programs. **We join our advocacy colleagues in calling for a full restoration of the $4.2 million CTL to maintain lower caseloads already achieved in general preventive programs. We also ask for an additional investment of $2.5 million CTL to expand the caseload reduction to all of the City's preventive programs and maintain the current supervisory ratio of 1 supervisor to 5 caseworkers.** We urge the Council to work towards including this vital funding stream in the final adopted budget.

Child welfare caseworkers play a vital role as the first point of contact with struggling families. The ability of agencies to retain qualified staff is critical if they are to be able to provide the quality of services that will keep children safe and at home whenever possible. While we understand that the City Council is unable to add a Cost-of-Living-Adjustment (COLA) to the budget we urge the Council to use its oversight role to encourage the Administration to provide a COLA to these dedicated providers. **NFSC joins with the Human Services Council in asking for the Administration to make an investment of $6 million to fund a child welfare COLA to include workers in preventive, independent living and after-care services.** This would mirror adjustments that unionized municipal workers have received in recent years.

Preventive services constitute a vital component in the network of services designed to strengthen families and invest in the future of our youth. We urge the Council to ensure that the adopted budget makes the investments necessary to ensure that every New York child has access to quality services in their neighborhoods.

On behalf of the Neighborhood Family Services Coalition, I thank you for the opportunity to testify.

Jewish Board of Family & Children's Services, Pelham Family Center
2250 Holland Avenue, Bronx, NY 10467 Telephone: (718) 798 - 7801 Fax: (718) 798 – 7644

TESTIMONY
BEFORE THE CITY COUNCIL'S
GENERAL WELFARE AND FINANCE COMMITTEES
TUESDAY, MAY 15, 2007

Good afternoon and thank you for the attention you are giving to our work today. You have heard my colleagues speak of the specific challenges preventive workers face in addressing the most pressing needs of fragile families in our city.

I would like to take a moment to put our work into a larger context. You all – the City Council; ACS; other City systems like Education, Public Assistance, Housing have great hopes and expectations of us in this era of great transition.

I would like to focus on three large areas of transition that Prevention workers are part of in New York City. The decision made back in the 70's to try to keep struggling, problem families together rather than place children out of the home is coming of age. Just a couple of years ago, there were more children in placement than in prevention, now there are more children in prevention. The consequence of this long movement, have been two fold. One – we do not focus our work on children. Our focus is the whole family. That means the minimum number of individuals in each "case" is three, and generally larger. A worker with a caseload of 12 families usually works with at least 40 clients. In addition, this transition from child – focused placement to family – focused work has meant over time that Prevention work has become increasingly more difficult as the children, in ever more fragile families, are not removed but, often times, referred to Prevention. Thus the challenges faced by Prevention workers often represent some of the most severe issues faced by populations city–wide.

The second large transition is the growing realization over the past 25 years or so, that it simply is not O.K. to hit your wife. It's not O.K. for parents to beat their children; it's even not O.K. to beat your dog. In other words, the work we do with parents and children is to try to help families teach children and resolve problems using their minds and their mouths. This is a hard sell, especially in time of war. It has been easier to lower smoking, drinking and drugs rates, than to lower the rates of physical abuse within families. But the word is out there. Everyone knows. And there's been great improvement in the goal, not achievement, but improvement.

The third area of transition that affects Prevention work in this era, has been less successfully resolved. And that is the social responsibility for addressing mental health issues. I don't need to go into detail, but so long as City, State and Federal agencies, not to mention the Medical and Insurance companies fail to address this issue families especially poor families, are left to stumble along with the conflict, anxiety and downright fear caused by unaddressed mental and emotional illness.

This is the larger context in which Prevention workers meet families in a multi-cultural, multi-lingual setting.

This is the larger context in which we urge you to make it possible for workers to have lower caseloads.

Testimony to New York City Council General Welfare and Finance Committee by Dr. A. Lenora Taitt-Magubane Program Director, Bronx Preventive Services Program, Steinway Child and Family Services on May 15th 2007.

Good Afternoon Councilman Blasio, Chair of the General Welfare Committee and all members of your committee and to the Finance Committee. My name is Dr. Lenora Taitt-Magubane, Program Director Bronx Preventive Services, Steinway Child and Family Services. Our Preventive Program serves CD 3 and CD 4 .We also have clients in CD 2 and CD1. This area of the Bronx has some of the highest incidences of need for Preventive Services. We serve 105 families of which 95% of the families are referred by the Agency for Children's Services.
The challenges of the families that impair family functioning are domestic violence, child abuse, mental health issues, substance abuse, truancy, health and safely issues and Parenting Issues among many others. We also receive direct referrals from hospitals, and schools. There has been a marked increase in Child Abuse, Domestic Violence and School Truancy. The challenges for our families have become very intense over the past 3-4 years.

Our program addresses these issues by providing individual and family counseling, a 14 week parenting course, tutoring of children and referrals to appropriate agencies. We advocate for our families in housing, welfare, health and mental health services, in the courts and in the schools. Advocacy requires many of hours of time during the day and sometimes in the evening. Only last week one of our caseworkers had to accompany a mother to night court because of a serious domestic violence case where the mother was being harassed and threatened by her ex husband causing her to have serious panic attacks. Another client we have is under 30 has seven children ranging in age from 1-14 years old. All of these children with the exception of one child have mental health issues. This mother also has Cancer and recently underwent surgery. The children's father was granted custody by the court of four of the children. Two months after the court hearing he took the four children to the mother and left. The mother had to take care of the children in her serious health condition and lack of funds since the Father was getting the subsidy. PPRS worked with ACS to provide 12hour homemaking services and on occasions had to take groceries to the family. This family required extremely close monitoring due to the safety of the children and health of the mother. It took three months before the court convened to grant legal custody to the mother in order that she could receive the subsidy for the four children, which the Father was receiving.

We are requesting that the City Council make it a priority to restore $4.2million for general preventive caseload reduction and add 2.5 million to reduce caseloads in other preventive programs and to maintain supervisory ratios. In our program we have one supervisor for nine workers causing the Program Director to supervise four of the workers to absorb some of the pressure.

Many of the cases we are responsible for at this time are extremely intense and would have been in foster care ten years ago. These families require much more time and monitoring to deal with the myriad of problems they come to Preventive with. If the money is not added, the presently overtaxed workers will leave their positions causing increased deterioration of these families in need and risk of increased health and safety issues on the part of the children and families.

Children are our most precious resource and deserve no less than qualitative services from our Program. We implore you to join us in providing that service by restoring the 4.2 million for general preventive and add the 2.5 million to reduce preventive caseloads in other preventive programs and maintain supervisory ratio to empower parents to obtain the optimal level of family functioning for the safety and welfare of our children in New York City.

Date: May 15,2007

UJA Federation of New York

FOR THE RECORD

NEW YORK CITY COUNCIL

FISCAL YEAR 2008 EXECUTIVE BUDGET HEARING

May 14, 2007

Elana Broitman
Director, City Policy and Public Affairs

Chairman De Blasio and Chairwoman Sears, Council members, thank you for allowing me to make a presentation to you today. I represent UJA-Federation of New York, which helps to serve a broad spectrum of New Yorkers throughout the five boroughs.

UJA-Federation of New York
UJA-Federation's mission is "caring for those in need, rescuing those in harm's way, and renewing and strengthening the Jewish people in New York, in Israel, and around the world."

We are a funding and coordinating body for more than 100 nonprofit health and human service and educational agencies in New York City, many of which are dedicated to providing a wide variety of services focused on youth, in large part through contracts with the City's Administration for Children's Services.

In the last fiscal year, we raised about $250 million from tens of thousands of donors, which we use in large part to support this network of not-for-profit agencies. However, our work would not be possible without the successful public-private partnership that exists between the New York City Council and UJA-Federation. While UJA-Federation does not take government funding, our agencies rely on public funding, in addition to philanthropic support, to provide child care and child welfare services, including Beacon schools, foster care, preventive services, and child care in centers and in family day care settings. Within our network, the Jewish Board of Family and Children's Services and the Jewish Child Care Association are prominent providers of preventive services across all 5 boroughs.

Child Preventive Services
We urge you to continue the valuable investments in Preventive Services the Council made last year to reduce caseloads and enhance services.

Last year, the Administration for Children's Services made strides in enhancing the ability of the child welfare system to respond to allegations of child abuse and neglect and to keep children safe and at home whenever possible. Thank you for your oversight.

We appreciated that ACS recognized the increased need for the services of preventive agencies and redirected $9 million in the last two fiscal years for preventive service enhancement and technical assistance grants. These funds allowed agencies the flexibility to offer to families services tailored to meet their unique needs. We are grateful that this funding has been baselined to assist programs handle the needs of the many high-need, multi-problem families in their communities. We also appreciate that that the Executive Budget included $2.4 million in new funding to add 1,000 slots.

The Child Safety Initiative added by the New York City Council was crucial in strengthening the ability of preventive service providers to serve at-risk families and keep children safe by reducing caseloads from 15 to 1 to the nationally-recommended average of 12 families to 1 caseworker. Providers are universally in favor of the reduction in caseloads, and feedback indicates that it will allow workers to dedicate more time to providing the intervention needed by families. We join our advocacy colleagues in urging the Council to preserve the $4.2 million, and that the negotiated budget increase the initiative to $6.7 million in order to expand the caseload reduction to all of the City's preventive programs including families affected by substance abuse and maintain the current supervisory ratio of 1 supervisor to 5 caseworkers.

Child welfare caseworkers play a vital role as the first point of contact with struggling families. The ability of agencies to retain qualified staff is critical if they are to be able to provide the quality of services that will keep children safe and at home whenever possible. While we understand that the City Council is unable to add a Cost-of-Living-Adjustment (COLA) to the budget, we join our colleagues in urging the Council to use its oversight role to encourage the Administration to provide a COLA to these dedicated providers. A $6 million investment would mirror adjustments that unionized municipal workers have received in recent years.

Universal PreKindergarten

We are delighted to see $60 million in funding in the New York State budget to expand prekindergarten opportunities to all four year olds. New York City has laid the foundation for a unique and exemplary system of early childhood education, a partnership that builds on resources in the community and in schools. Currently, close to 50,000 children are enrolled in prekindergarten in 500 public schools and over 500 community programs. This strategy of combining school and community resources has dramatically increased access for children to quality early learning and extended what is currently primarily a part day program to thousands of children who can participate in prekindergarten and *receive* the extended-day year-round services their families need.

While this funding is much appreciated, we understand that there is some concern that it will be difficult to spend all of it. Community programs are an important resource for ensuring that the City effectively uses this funding and builds upon it with the goal of expanding UPK to full day for four year olds and to three year olds. To that end, we strongly support the Council's intent to add UPK funding in order to create full day slots in community organizations. Working parents need full day coverage.

Child Care

Even as the City receives more funding to serve four year olds, many of our communities are facing the lack of subsidized child care for infants and toddlers. We understand that ACS is using some of the savings realized thanks to State UPK funding for additional infant and toddler slots, but that is not enough. Therefore, we hope that $5 million be added in the final budget to provide infant and toddler care in center or family based settings.

Again, thank you for your leadership on these critical issues.

TESTIMONY OF JAMES F. PURCELL

EXECUTIVE DIRECTOR

COUNCIL OF FAMILY AND CHILD CARING AGENCIES

BEFORE THE

NEW YORK CITY COUNCIL GENERAL WELFARE

AND FINANCE COMMITTEES

MAY, 15, 2007

Good afternoon, I am James F. Purcell, the Chief Executive Officer of the Council of Family and Child Caring Agencies (COFCCA). COFCCA is the primary statewide membership organization for child welfare services providers, representing 110 not-for-profit agencies that contract with the New York City Administration for Children's Services and the county departments of social services to provide foster care, preventive services, adoption, and aftercare services as well as education for children on our facility campuses. Our member agencies provide foster care to almost all of the City's children in care and preventive services to well over 85% of the families served by NYC.

On behalf of the vulnerable children and families served by these agencies, I gratefully thank Chairman de Blasio for your leadership on all issues affecting the safety and well-being of the children of this city, and I thank the City Council for its actions to protect

vulnerable children by enacting the Child Safety Initiative last year that has lowered caseloads in Preventive Programs.

We come before you today with one request: that you continue and expand your commitment to ensure that preventive services workers can devote the time needed to work with families whose children are at risk of abuse or severe neglect as determined by the City's Administration for Children's Services—so the children can remain safely at home and their families can remain together. Let us not lose our resolve or our focus: the children of New York City need the supports you can provide in this budget to keep them safe and at home.

Last year, the City Council responded to the tragic deaths of Nixzmary Brown and several other children by calling upon ACS to ensure that children known to the City to be at high-risk in their families were getting access to the protection and assistance afforded by Preventive Services. With the support of the Council, the Mayor and ACS began to remedy the gaps in services, hire more Child Protective Workers and better train them to respond properly to situations of children at risk of abuse and severe neglect.

The changes at ACS in recognizing and referring children at high risk to the protection of Preventive Programs has led to greater than 100% utilization of Preventive Services programs. Responding to the high need and acknowledging that the need exceeds the ability of the current programs—the City has added an additional 1000 Preventive slots and earmarked $9M in its budget to continue funding that was added to the budget last

year to enhance the provision of services by programs in high need areas of the city, which included nearly all Preventive programs. This money has been used very effectively in helping families at risk.

But, we are very disappointed to report, the City has not budgeted the money needed to continue the Child Safety Initiative enacted by the City Council last year, adding $4.2 million to reduce caseloads in all General Preventive and Beacon Programs from the prior ratio of 1 caseworker overseeing 15 families to the current 1:12 ratio. Since nearly all families receiving Preventive Services have more than one child, this ratio is more like 1 caseworker to more than 40 individuals.

The implementation of the Child Safety Initiative, which reduced caseloads for Preventive Services workers, has had an immediate impact on their ability to address the complex problems and needs of the families with which they work. In previous testimony, I cited examples of this impact in programs throughout the five boroughs. Today, I have asked caseworkers from Preventive Programs from all parts of the city to testify to the importance of this reduction as they face the difficult tasks of protecting vulnerable children and helping their high risk families. I hope you will listen to their words and act to protect the children whose very lives depend on their services.

We know that the Council and the Mayor could not have meant to reduce caseloads for only a year, because the numbers of children at high risk isn't a temporary occurrence. The risks to children remain extremely high. If the City is to continue to safely divert

thousands of children from Foster Care, it must ensure that Preventive Services can protect them at home. That is why we are urging the City Council to restore the $4.2M it committed in 2006 to the Child Safety Initiative.

In addition, we are asking that the negotiated budget include a $2.5M enhancement for this initiative to reduce the caseloads in all the areas providing Preventive Services. This funding would include Family Rehabilitation Programs (FRP), which work with families affected by Substance Abuse, and the Specialized Medical Programs, which work with families and/or children afflicted with HIV/AIDS and severe handicapping disabilities. The additional funding would reduce the staffing ratio in the FRP programs and the Specialized Medical to 1:8. Each of these types of programs offers intensive services.

Caseworkers in the FRP programs work closely with parents undergoing drug and alcohol rehabilitation to ensure that their addictions do not compromise the safety of their children. In the Specialized Medical programs, children who would previously have been institutionalized because of their disabilities are functioning in society and in their families thanks to programs that provide counseling and constant support to the families, and exceptional medical treatment to the children.

While lowering the caseloads for caseworkers is of critical importance, it is also essential to retain the current 1:5 ratio for supervisors.

We thank you for your attention to these critical services and the needs of New York City's most vulnerable children—those at risk of abuse and dangerous neglect in their own homes.

Fiscal 2008
Executive Budget Hearings

❖ Committee on General Welfare

May 2007

Scheduled To Testify:

- *Human Resources Administration/ Department of Social Services*
- *Administration for Children's Services (Agency for Child Development joint with Committee Women's Issues)*

Hon. Christine C. Quinn
Speaker of the Council

Hon. David I. Weprin, Chair
Committee on Finance

Hon. Bill De Blasio, Chair
Committee on General Welfare

Hon. Helen Sears, Chair
Committee on Women's Issues

Michael Keogh, Director
Finance Division

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Human Resources Administration/Department of Social Services (069)

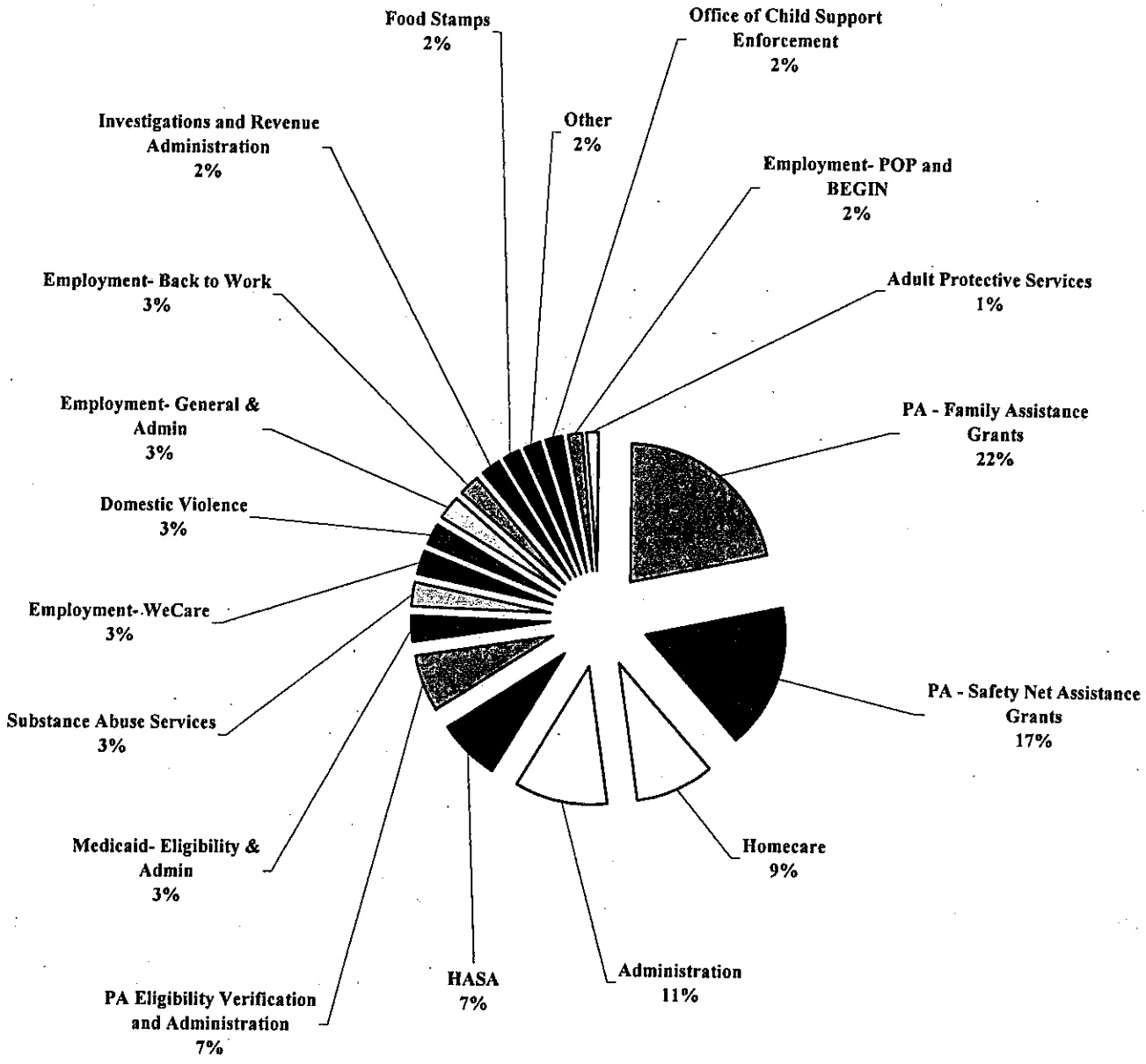
Agency Operations

The Human Resources Administration/Department of Social Services (HRA/DSS) enhances the quality of life for all New Yorkers by providing temporary help to eligible individuals and families with social service and economic needs in order to assist them in leading independent lives. HRA's programs ensure that needy individuals who meet eligibility requirements are provided food, shelter, temporary financial assistance, medical care, counseling and other essential services.

PROGRAM FUNDING OVERVIEW

Program	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Administration- Fiscal Operations	$19,646,712	$20,817,817	$20,999,913	$20,744,716	$24,308,433
Administration- General & Other	$240,088,958	$219,166,665	$240,004,164	$219,454,482	$225,569,100
Administration- HR, Legal, & Contracts	$26,202,899	$36,347,446	$28,851,781	$28,930,731	$31,269,754
Administration- MIS	$70,584,212	$44,384,813	$70,591,109	$51,509,047	$52,997,558
Adult Protective Services	$32,858,654	$30,834,318	$36,936,607	$38,188,073	$42,437,207
CEO- Evaluation	$0	$0	$2,107,767	$4,637,300	$4,637,300
Child Care	$256,971,017	$44,035	$44,035	$44,035	$44,035
Domestic Violence	$75,437,280	$79,329,253	$79,386,245	$79,794,238	$80,357,296
Emergency Food Assistance Program	$17,083,398	$11,988,478	$15,781,268	$10,436,557	$10,436,557
Employment- Back to Work	$67,434,748	$36,044,250	$67,625,250	$77,625,250	$77,625,250
Employment- General & Admin	$62,604,824	$89,721,257	$66,417,580	$77,079,067	$78,807,497
Employment- POP and BEGIN	$55,925,427	$70,485,135	$70,155,779	$53,404,501	$54,895,627
Employment- WeCare	$95,118,233	$36,144,926	$111,512,912	$83,846,926	$84,038,749
Food Stamps	$52,694,027	$45,097,331	$57,601,288	$55,402,818	$61,260,467
HASA	$193,638,097	$206,881,672	$210,485,005	$215,423,917	$217,875,229
HEAP	$33,346,178	$23,329,672	$32,019,703	$23,659,672	$24,049,672
Homecare	$288,692,700	$277,417,405	$295,917,405	$282,610,405	$285,866,606
Investigations and Revenue Administration	$59,411,558	$60,346,115	$67,880,996	$84,207,220	$67,755,065
Medicaid- City's Share	$3,612,347,021	$3,910,148,260	$4,351,849,997	$5,131,758,106	$5,488,602,426
Medicaid- Eligibility & Admin	$80,237,831	$85,075,762	$89,695,069	$88,556,645	$89,988,598
Office of Child Support Enforcement	$44,667,395	$56,272,097	$52,040,967	$54,194,707	$58,107,388
PA - Family Assistance Grants	$769,875,391	$844,083,035	$692,963,156	$665,288,551	$665,498,374
PA - Safety Net Assistance Grants	$463,824,422	$501,110,029	$516,839,226	$535,092,200	$521,478,076
PA Eligibility Verification and Administration	$199,466,641	$207,982,261	$204,523,993	$216,641,060	$208,284,866
PA Non-Grant	$29,628,002	$35,726,083	$30,726,083	$36,726,083	$20,038,083
Substance Abuse Services	$88,127,281	$84,166,889	$89,006,031	$88,908,166	$89,807,307
Total	**6,935,912,906**	**7,012,945,004**	**7,501,963,329**	**8,224,164,473**	**8,566,036,520**

Spending by Program (not including Medicaid) in the Fiscal 2008 Executive Budget



AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
City	$5,120,642,642	$5,522,070,383	$6,318,188,135	$6,640,461,440
State	$903,994,194	$950,870,979	$915,823,989	$997,333,014
Federal-Other	$964,281,693	$1,017,214,262	$978,344,644	$916,434,361
Intra-City	$21,088,965	$8,870,195	$8,870,195	$8,870,195
Community Development	$2,937,510	$2,937,510	$2,937,510	$2,937,510
Total	**$7,012,945,004**	**$7,501,963,329**	**$8,224,164,473**	**$8,566,036,520**

PROGRAM HEADCOUNT OVERVIEW

Program	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Administration- Fiscal Operations	400	404	404	405
Administration- General & Other	2,201	1,993	1,993	1,880
Administration- HR, Legal, & Contracts	571	553	553	554
Administration- MIS	600	597	597	604
Adult Protective Services	414	415	452	452
CEO: Evaluation	6	6	6	6
Child Care	1	1	1	1
Domestic Violence	199	205	205	218
Emergency Food Assistance Program	0	0	0	0
Employment- General & Admin	301	15	0	0
Employment- WeCare	123	123	123	126
Food Stamps	1,227	1,308	1,264	1,379
HASA	1,283	1,276	1,271	1,271
HEAP	33	40	36	36
Homecare	799	799	799	799
Investigations and Revenue Administration	1,429	1,431	1,731	1,708
Medicaid- Eligibility & Admin	1,706	1,809	1,754	1,824
Office of Child Support Enforcement	886	876	876	925
PA Eligibility Verification and Administration	3,368	3,560	3,560	3,547
Substance Abuse Services	37	77	77	107
Total	**15,578**	**15,488**	**15,702**	**15,842**

AGENCY HIGHLIGHTS

DSH and UPL baseline

The Fiscal 2008 Executive Budget proposes using $550 million (City funds) in Medicaid funding in Fiscal 2008 to allow HHC to leverage federal dollars from two Medicaid revenue streams: Disproportionate Share (DSH) funding and Medicaid Upper Payment Limit (UPL) funding. DSH is a federal program that was created to provide federal Medicaid payments to hospitals that treat a disproportionate share of Medicaid and uninsured patients and UPL is a regulation in the Medicaid program that allows states to pay inpatient and outpatient hospital Medicaid rates that approximate what the State would have paid under the more generous Medicare payment principles. Through these programs, the federal government would match the City's money; meaning HHC will receive $1.1 billion (the City's share plus the federal match).

PS Realignment

The Executive Budget proposes a realignment of the HRA Personal Services' (PS) budget. The chart below shows how the proposed changes affect each program. In many programs, the proposed changes are counterintuitive. For instance, in both Administration- General & Other and Administration- MIS, the number of positions is decreasing while the PS budget for the program is increasing. Similarly, other programs gain positions while their budgets decrease. These discrepancies indicate that there were major inaccuracies in the PS budgets of many HRA programs.

Program	Change in Number of Positions	Change in PS Funding
Administration- Fiscal Operations	1	$3,563,716
Administration- General & Other	-145	$8,213,406
Administration- HR, Legal, & Contracts	1	$2,339,022
Administration- MIS	-34	$1,488,510
Adult Protective Services	0	($2,000,000)
Domestic Violence	13	$581,021
Food Stamps	115	$5,720,120
HASA	0	$1,610,000
HEAP	0	$390,000
Homecare	0	$3,256,200
Investigations and Revenue Administration	32	($13,381,398)
Medicaid- Eligibility & Admin	0	($3,090,200)
Office of Child Support Enforcement	0	$1,339,189
PA Eligibility Verification and Administration	-13	($10,929,586)
Substance Abuse Services	30	$900,000

The reason that these inaccuracies exist is because the U/As in many agencies (especially HRA) are constituted so broadly that they fund multiple programs. This gives the administration unchecked authority to shift money and positions in between programs within the same U/A. The problem with this system is that it can and often does distort what the agencies are spending on

programs. Also, it is easy to imagine how the unchecked authority to transfer money between programs could lead to abuse by the administration.

Personal Services (PS) Spending by Program

The chart below shows the PS spending per budgeted position on each program. As of the Executive Budget, the highest spending per position is in the administrative programs, while the lowest spending per positions is in HASA and the Medicaid- Eligibility & Admin programs.

PS Spending per Budgeted Position by Program	2007 Adopted Budget	2007 Current Mod- Apr 23, 2007	2008 Preliminary Budget	2008 Executive Budget
Administration- Fiscal Operations	$52,045	$51,980	$51,348	$60,021
Administration- General & Other	$41,613	$45,856	$46,100	$53,240
Administration- HR, Legal, & Contracts	$63,656	$52,173	$52,316	$56,444
Administration- MIS	$63,808	$69,364	$69,364	$71,024
Adult Protective Services	$44,213	$54,855	$57,244	$52,819
CEO- Evaluation	NA	NA	$58,333	$58,333
Child Care	$44,035	$44,035	$44,035	$44,035
Domestic Violence	$48,964	$48,905	$48,611	$48,378
Employment- WeCare	$49,959	$49,788	$49,959	$50,292
Food Stamps	$33,045	$40,432	$40,165	$40,963
HASA	$37,708	$37,871	$37,917	$39,184
HEAP	$40,293	$53,413	$46,102	$56,935
Homecare	$43,669	$41,791	$41,791	$45,867
Investigations and Revenue Administration	$42,230	$45,865	$48,010	$39,025
Medicaid- Eligibility & Admin	$38,834	$39,297	$40,727	$39,408
Office of Child Support Enforcement	$38,111	$37,729	$37,729	$40,005
PA Eligibility Verification and Administration	$45,634	$42,077	$45,690	$42,776
Substance Abuse Services	$38,217	$50,600	$49,329	$43,910

PS Over-Budgeting

Another issue in the Personal Services' budget is that it contains more positions and more funding than the agency currently needs. As the chart below shows, the PS Budget in HRA contains $86 million more than what is actually being spent on HRA personnel. Also, there are nearly 2,000 more budgeted positions than the actual number of staff at HRA.

Personal Services U/As	Budgeted more than Actual Funding	Budgeted more than Actual Positions
U/A 201	$49 million	989
U/A 203	$17 million	444
U/A 204	$14 million	359
U/A 205	$6 million	134
Total	**$86 million**	**1,926**

Revenue Realignment

The Executive Budget realigned HRA's revenue budget to more accurately reflect the State and Federal revenue streams that fund the HRA budget. The chart below illustrates the major changes by revenue source.

As shown in the chart, the Executive Budget increases the expected revenue from the Medical Assistance Administration, the Medical Assistance Program (Medicaid), and the Food Stamp Administration sources. Prior to the Executive Budget, HRA had grossly understated the revenue from these sources. While the revenue from these sources increase dramatically in the Executive Budget, the expected revenue from the State and Federal Administrative Expenses Reimbursement and the Federal Personal Services Reimbursement sources decreases. These revenue sources have been consistently overestimated in HRA's revenue budget.

Fund Type	Revenue Source	2008 Preliminary Budget	2008 Executive Budget	Changes between Preliminary and Executive
State	Medical Assistance Administration	$6,337,458	$122,518,945	$116,181,487
Federal	Medical Assistance Program (Medicaid)	$16,640,045	$122,312,334	$105,672,289
Federal	Food Stamp Administration	$314,597	$77,996,577	$77,681,980
State	Personal Services Reimbursement	$93,976,628	$127,950,140	$33,973,512
Federal	Food Stamp Employment and Training	$33,515,947	$54,228,723	$20,712,776
State	Medicaid- Health & Medical Care	$68,408,830	$52,883,845	-$15,524,985
Federal	TANF- Employment Administration	$20,500,000	$0	-$20,500,000
State	Administrative Exp Reimbursement	$57,025,889	$214,000	-$56,811,889
Federal	Administrative Expenses Reimbursement	$88,356,217	$618,820	-$87,737,397
Federal	Personal Services Reimbursement	$246,119,897	$79,346,582	-$166,773,315

The net result of this realignment is too reduce the amount of expected Federal revenue that HRA expects to receive by $82 million, while increasing the amount of expected State revenue by $104 million.

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution.

Public Assistance (U/As 203 and 103)

The Public Assistance U/As fund several programs including Family Assistance, Safety Net Assistance, various Employment programs, Substance Abuse Services, the Office of Child Support Enforcement, the administration of the Food Stamp program, and the Home Energy Assistance Program (HEAP).

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
103	Public Assistance- OTPS	$1,988,164,831	$1,788,627,159	$1,742,862,555	$1,709,823,243	$1,685,660,562	-2.56%
203	Public Assistance- PS	$220,171,697	$235,716,697	$236,256,604	$247,350,781	$247,350,781	0.23%
	Total	$2,208,336,528	$2,024,343,856	$1,979,119,159	$1,957,174,024	$1,933,011,343	-2.33%

Funding/Program Analysis

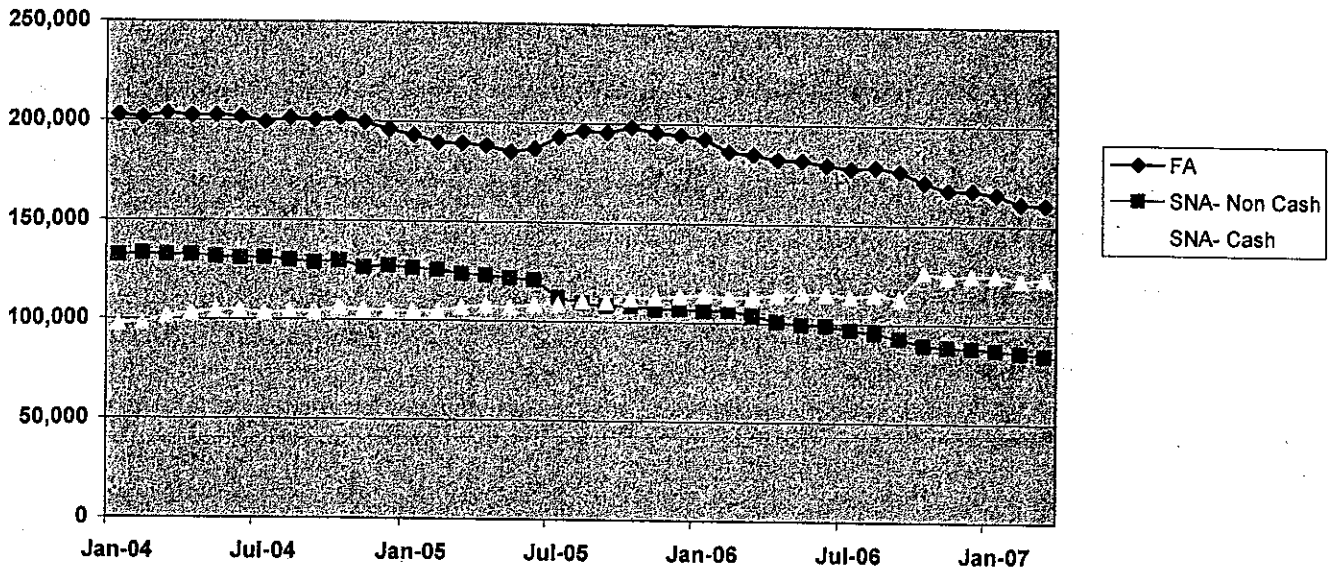
The chart above shows a slight reduction of $24 million in U/A 103 between the Fiscal 2008 Preliminary Budget and the Executive Budget. This reduction is mainly due to the fact that the Administration estimates project spending less on Safety Net Assistance Grants and on Housing Court Program Costs in Fiscal 2008.

Trends in the Public Assistance Caseload

Public Assistance is composed of three basic types of assistance: Family Assistance (FA) for households with children, Safety Net Assistance-non-cash (SNA-non-cash) for families with children who have exceeded the 60-month limit for being on FA, and Safety Net Assistance-cash (SNA-cash) for single adults and families without children. Of the three programs only FA receives substantial federal funding. The typical funding breakdown is 50 percent federal and 25 percent State and City. Both of the SNA programs are split 50 percent between the State and City.

As the chart below demonstrates, the FA caseload has declined by over 40,000 recipients over the last three years. Similarly, the number of people receiving SNA-non-cash has declined from by almost 50,000. However, the SNA-cash caseload has risen by 25,000 recipients over the past three years. However, in the past six months the caseload increases have reached a plateau.

Trends in PA recipients



Employment Programs

In past years, the administration proposed Employment budgets that were at least $35 million less than the previous year's actual spending. The source of this inaccuracy was that the Contractual Services portion of the budget was always severely underestimated. However, this year the administration has proposed a budget that is in-line with the prior year's actual spending.

While the problem of under funding the Employment Programs budget was rectified in the Fiscal 2008 Preliminary Budget, a problem in the number of budgeted positions arose. As you can see from the Program Headcount table on page three, Employment- General and Admin program has no funded positions in the Fiscal 2008 Executive Budget. This is 301 less than the Fiscal 2007 Adopted Budget. These 301 positions were not removed from this program; they were simply removed from the program's budget presentation. This decrease in transparency in the budget makes it more difficult to determine how much of the agency's resources are being devoted to Employment Programs.

HEAP

In the first four months of Fiscal 2007, HEAP served 463,818 households. The Fiscal 2008 Executive Budget proposes spending $24 million on HEAP, which is $8 million less than the Fiscal 2007 Current Modified Budget for this program. The reason the Executive Budget is less than the Current Modified is that HRA doesn't recognize a portion of the HEAP revenue in its budget until the middle of the fiscal year. In Fiscal 2006, the Adopted Budget for HEAP was $22 million but by the end of the year actual spending was more than $33 million. In Fiscal 2007, the Adopted Budget included $23 million for HEAP, but currently (ten months into the fiscal year) the HEAP budget is over $32 million.

Medical Assistance (U/As 204 and 104)

These two U/As fund the City's portion of Medicaid responsibility as well as some of the administrative functions of determining Medicaid eligibility.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
104	Medical Assistance- OTPS	$3,890,677,388	$4,171,500,022	$4,632,982,354	$5,398,098,325	$5,755,929,562	11.06%
204	Medical Assistance- PS	$105,559,673	$111,669,534	$118,748,822	$120,630,915	$121,095,392	6.34%
	Total	$3,996,237,061	$4,283,169,556	$4,751,731,176	$5,518,729,240	$5,877,024,954	17.40%

Funding/Program Analysis

As discussed in the Agency Highlights section, the reason for the increase in U/A 104 from the Preliminary to the Executive Budget is that the administration is proposing a $355 million increase in City funds in Fiscal 2008 to allow HHC to leverage federal Medicaid dollars from the DSH and UPL programs

Medicaid

Medicaid is the State's public health insurance program and includes regular Medicaid, Child Health Plus, and Family Health Plus. The Executive Budget proposes that the City's portion of

Medicaid will be $5.55 billion. For the most part, the federal and State portion of Medicaid spending in New York City is not shown in the City's budget.

Homecare

Homecare is funded at $286 million in the Fiscal 2008 Executive Budget. This spending is predominately the City's portion of Medicaid funded Homecare services. The City's estimated share represents 10 percent of the program (the State contributes 40 percent and the Federal share is 50 percent), meaning that the total spending on Homecare approaches $3 billion annually. As of December 2006, the City was providing Homecare services to nearly 65,000 people.

Cuts to Council Programs. The Fiscal 2008 Executive Budget cuts the following program:

- **Managed Care Consumer Assistance Program (MCCAP).** The Adopted Budget provided $1,336,000 in funding to MCCAP. This action restored $668,000 to MCCAP and provided added funds of $668,000 to help expand the program to areas with high concentrations of immigrants. MCCAP operates through a network of community organizations, with the Community Service Society (CSS) acting as the central coordinating agency. These funds were provided to CSS through an intra-city arrangement with the Department of Health and Mental Hygiene (DOHMH).

Adult Services – HIV/AIDS Services Administration – Crisis Intervention Services (U/A 205 and 105)

These two U/As fund the PS and OTPS budgets of several programs including HIV/AIDS services, Domestic Violence, the Emergency Food Assistance Program, and Adult Protective Services.

Funding/Program Analysis

The increase in U/A 105 between the Preliminary Budget and the Executive Budget is due to enhancements in Adult Protective Services (APS) contracts. The reason for these enhancements is that the APS caseload has been increasing.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
105	Adult Services- OTPS	$238,670,199	$252,605,594	$261,474,746	$259,810,126	$266,882,609	3.51%
205	Adult Services- PS	$83,864,280	$78,068,739	$83,006,163	$85,507,867	$85,507,867	6.32%

HASA

The Executive Budget proposes spending $218 million on the HIV/AIDS Service Administration (HASA). HASA provides a variety of services to its clients. To be medically eligible for HASA, a person must have been diagnosed with clinical symptomatic HIV illness as defined by the New York State AIDS Institute or with AIDS as defined by the Center for Disease Control and Prevention (CDC). In addition to the medical eligibility requirements, in order to receive financial assistance through HASA, clients must meet certain financial criteria.

The primary financial benefit that HASA provides are housing benefits, funded through the PA-Safety Net Assistance budget. The funding comes from the Safety-Net program because in order for HASA clients to receive housing benefits they must also be financially eligible for Safety-Net. There are three basic types of housing benefits that HASA clients can receive, emergency housing, supportive housing, and rental assistance. The vast majority of HASA clients receive rental assistance. Currently, of the 31,000 HASA clients receiving housing benefits, over 24,000 are receiving rental assistance. The HASA budget does not reflect the rental assistance these HASA clients receive. This assistance is shown in the PA- Safety Net budget. While it is unclear exactly how much of the PA- Safety Net budget goes to HASA clients, the Council Finance Division conservatively estimates that at least $200 million of the Safety Net Budget goes to HASA clients. This means that the actual HASA budget is estimated to be over $400 million.

Cuts to Council Programs. The Fiscal 2008 Executive Budget cuts the following program:

- **Emergency Food.** The Adopted Budget allocated $1.5 million in funding to emergency food providers and an anti-hunger advocacy organization through EFAP, however these added funds were not allocated in Fiscal 2008 and the outyears.

Agencywide Administration (U/A 201 and 101)

These two U/As predominantly fund the Investigations and Revenue Administration, and several administrative programs.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
101	Administration- OTPS	$186,593,377	$133,645,871	$182,022,157	$143,033,371	$140,893,067	36.20%
201	Administration- PS	$222,211,461	$241,111,388	$244,609,928	$259,909,845	$262,716,680	1.45%
	Total	**$408,804,838**	**$374,757,259**	**$426,632,085**	**$402,943,216**	**$403,609,747**	**37.65%**

Funding/Program Analysis

Although, there is little change in the overall amount of funding in U/A 201 from the Preliminary Budget to the Executive Budget, there is lot of movement within the U/A. As discussed above, HRA realigned its PS budget. Among other things, this realignment reduced the budget of the Investigation and Revenue Administration by $13 million (which the Council recommended in its Budget Response). However, the savings from this budget reduction were simply redirected to the other administrative programs within U/A 201.

EXECUTIVE BUDGET ACTIONS (000s)

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	**$5,295,571**	**$1,936,155**	**$7,231,725**	**$6,318,189**	**$1,905,976**	**$8,224,164**
Executive Plan New Needs						
Adult Protective Services Contract Enhancements	$0	$0	$0	$3,125	$3,125	$6,250
Child Support Services Enhancement	$0	$0	$0	$445	$2,171	$2,616
HASA Housing Assessments & Quality Assurance	($421)	($421)	($842)	$421	$421	$842
JTP Adjustment	$0	$0	$0	$1,783	$364	$2,147
Medicaid Fair Hearing Staff	$0	$0	$0	$0	$264	$264
Medicaid Helpline Staff	$0	$0	$0	$0	$289	$289
New York/New York III Administration	$0	$0	$0	$126	$84	$210
Total New Needs	**($421)**	**($421)**	**($842)**	**$5,900**	**$6,718**	**$12,618**
Executive Plan Other Adjustments			**$0**			**$0**
Medicaid Re-estimate	$0	$0	$0	$550,000	$0	$550,000
Medicaid Technical Adjustment	$226,500	$0	$226,500	($215,500)	$0	($215,500)
Revenue Realignment	$0	$0	$0	$0	$22,344	$22,344
Home Care/ Central Insurance	$0	$20,000	$20,000	$0	$0	$0
AOTPS Budget Adjustment	$0	$20,000	$20,000	$0	$0	$0
Heat, Light, Power, Fuel and Lease Adjustments	($822)	($759)	($1,581)	$4,454	$949	$5,403
DV Adjustments	$0	$2,391	$2,391	$0	$0	$0
APS Adjustments	$0	$554	$554	$0	$0	$0
HEAP Adjustments	$0	$166	$166	$0	$0	$0
Urban Initiative Grant	$0	$740	$740	$0	$0	$0
Total Other Adjustments	**$225,678**	**$43,092**	**$268,770**	**$338,954**	**$23,293**	**$362,247**
Executive Plan PEGs			**$0**			**$0**
Funding Adjustment	$0	$0	$0	($343)	$343	$0
Increase in Medicaid Reimbursement	$0	$0	$0	($7,596)	$7,596	$0
Lower PA Supplemental Grants	($2,950)	($4,074)	($7,024)	($2,950)	($4,074)	($7,024)
Public Assistance Re-Estimate	($3,197)	($3,197)	($6,394)	($7,030)	($7,030)	($14,060)
Reduce Construction Costs	$0	$0	$0	($1,223)	$0	($1,223)
Reduced Costs from IT Consultants	$0	$0	$0	($1,020)	$0	($1,020)
State Reimbursement for Prior Year Admin Costs	($2,694)	$2,694	$0	$0	$0	$0
State Takeover of Housing Court Program Contracts	($2,416)	$0	($2,416)	($2,416)	($7,248)	($9,664)
Total PEGs	**($11,257)**	**($4,577)**	**($15,834)**	**($22,578)**	**($10,413)**	**($32,991)**
Total Executive Plan Budget Changes	**$214,000**	**$38,094**	**$252,094**	**$322,276**	**$19,598**	**$341,874**
Agency Budget as per Executive Plan	**$5,509,571**	**$1,974,249**	**$7,483,819**	**$6,640,465**	**$1,925,574**	**$8,566,038**

Executive Budget Action Analysis

New Needs

- **Adult Protective Services Contract Enhancements.** Due to an increasing APS caseload, HRA will enhance the contracts of existing providers. The enhancements will costs $6.2 million ($3.1 million in City funds) in Fiscal 2008 and the outyears.

- **Child Support Services Enhancement.** HRA will add 49 staff to the Office of Child Support Enforcement (OCSE) because it is a paper intensive process. This additional staff will cost $2.6 million ($445,000 in City funds) in Fiscal 2008 and $2.4 million ($407,000 in City funds) in the outyears.

- **JTP Adjustment.** HRA will add 111 slots for Job Training Participants at a cost of $2.1 million ($1.8 million in City funds) in Fiscal 2008 and the outyears.

- **Medicaid Fair Hearing and Helpline Staff.** HRA will add 5 fair hearing staff and 10 Medicaid Helpline staff at a cost of $550,000 ($0 in City funds) in Fiscal 2008 and $490,000 in the outyears. These staffing increases are due to increases in the Medicaid caseload.

- **New York/ New York 3 Administration.** In Fiscal 2008 and the outyears, HRA will add three staff to the Customized Assistance Services (CAS) unit. These new staff will manage applications for New York/ New York 3 supportive housing.

Programs to Eliminate the Gap (PEGs)

- **Public Assistance Re-estimate.** Due to projected declines in the PA caseload, HRA will save $14 million ($7 million in City funds) in Fiscal 2008 and the outyears.

Other Adjustments

- **Medicaid Re-Estimate.** HRA is adding $550 million (all City funds) to the Medicaid budget in Fiscal 2008 and $381 million (all City funds) in the outyears for anticipated payments from two Medicaid revenue streams: Disproportionate Share (DSH) funding and Medicaid Upper Payment Limit (UPL) funding. DSH is a federal program that was created to provide federal Medicaid payments to hospitals that treat a disproportionate share of Medicaid and uninsured patients and UPL is a regulation in the Medicaid program that allows States to pay inpatient and outpatient hospital Medicaid rates that approximate what the State would have paid under the more generous Medicare payment principles.

  The $381 million represents the new baseline for the City's share of DSH and UPL. The City's share is matched by the Federal government, which results in HHC receiving $762 million each year from DSH and UPL ($330 million from DSH and $432 million from UPL). The reason $550 million is budgeted for Fiscal 2008 is that in addition to the baseline amount, the administration expects additional DSH revenue from a DSH reconciliation related to the State's DSH cap.

Federal Issues and Highlights

- **Increased Work Participation Requirements for PA recipients.** The TANF reauthorization, which took affect on October 1, 2006, significantly increased the work participation requirements for PA recipients that New York State has to meet. The State estimates that 7,000 to 10,000 more people statewide need to participate in work activities in order to achieve the new participation rate. If the State does not meet the 50 percent work

participation rate, its Federal TANF grant can be reduced by a maximum of 5 percent (with potentially greater penalties if New York were to continue to not meet the 50 percent participation rate in future years). Although the penalty for not meeting the work participation rate may be as high as 5 percent of the TANF grant, the penalty is based on "severity of failure". The Federal government estimates that New York State needs only a 6 percent increase in work participation to meet the FFY 2007 participation requirement. Therefore, even if New York were to not meet the work participation requirements, it is likely that New York would be close to the requirement and therefore not receive the maximum penalty (a 5 percent reduction in its TANF grant)

- **Federal Restrictions on Inter-Governmental Transfers (IGT).** The Center for Medicare and Medicaid Services (CMS) has proposed a regulation that would limit the amount of money that HHC could claim from the Upper Payment Limit (UPL) Medicaid revenue stream. Currently, UPL provides hospitals, which meet certain criteria reimbursement, for Medicaid services based on what Medicare would have paid for these services. This higher reimbursement was intended to help hospitals that serve a large number of uninsured individuals. The new regulation would eliminate these higher reimbursements and instead reimburse hospitals only for the cost of providing these services. HHC has estimated that the regulation would cost the hospital system $1.8 billion over the next five years.

Revenue Budget

The Fiscal 2008 Executive Budget proposes that HRA will receive $997 million in State revenue and $916 million in federal revenue. HRA receives revenue from a variety of funding streams including TANF, Safety Net, the Title XX Social Services Block Grant, and the Food Stamp Employment and Training program. The chart below shows the major revenue sources in the HRA revenue budget:

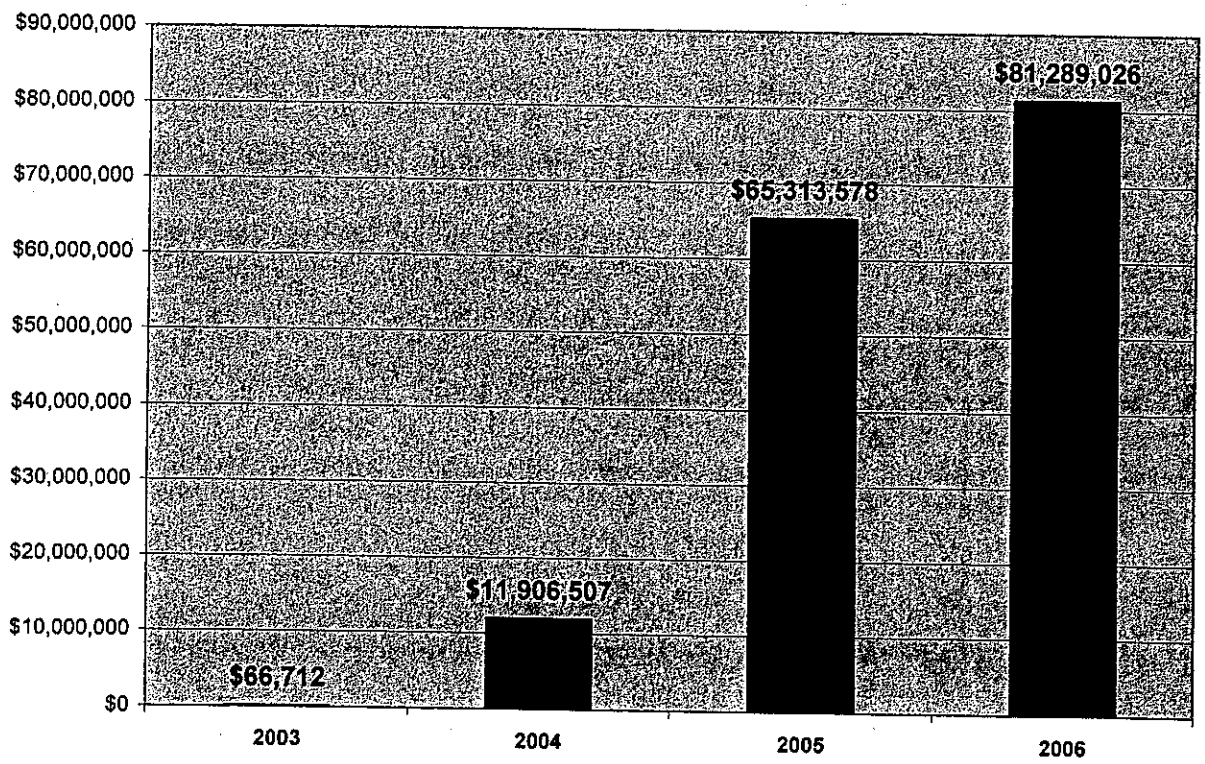
REVENUE SOURCE OVERVIEW

Fund Type	Revenue Source	2007 Adopted Budget	2007 Current Modified	2008 Preliminary Budget	2008 Executive Budget
Fed- CD	Community Development Block Grants	$2,937,510	$2,937,510	$2,937,510	$2,937,510
Federal	Temporary Assistance for Needy Families	$351,986,563	$322,604,819	$312,041,570	$311,200,697
Federal	Medical Assistance Program (Medicaid)	$3,846,858	$15,446,302	$16,640,045	$122,312,334
Federal	Personal Services Reimbursement	$238,498,484	$234,003,084	$246,119,897	$79,346,582
Federal	Food Stamp Administration	$231,552	$3,817,290	$314,597	$77,996,577
Federal	Medical Assistance Program	$51,520,877	$51,520,877	$51,520,877	$67,003,345
Federal	Food Stamp Employment and Training	$22,473,947	$33,515,947	$33,515,947	$54,228,723
Federal	Child Support Administration	$43,762,509	$45,981,519	$47,431,949	$45,011,249
Federal	TANF- Safety Net	$35,250,000	$35,250,000	$35,250,000	$35,250,000
Federal	Title XX Social Services Block Grant	$35,360,181	$35,360,181	$35,360,181	$32,646,627
Federal	TANF-Emergency Assistance	$36,022,054	$33,022,054	$36,022,054	$31,190,054
Federal	HOPWA	$26,528,347	$27,338,286	$26,528,347	$29,392,299
Federal	Home Energy Assistance Program	$22,000,000	$31,464,122	$22,000,000	$23,494,091
Federal	Administrative Expenses Reimbursement	$87,578,107	$97,186,074	$88,356,217	$618,820
Federal	Other Federal Revenue	$9,222,214	$50,372,268	$27,242,963	$6,742,963
Intra City	Social Services/ Fees	$21,088,965	$8,870,195	$8,870,195	$8,870,195
State	Safety Net	$340,644,766	$372,546,704	$384,870,535	$374,741,240
State	Personal Services Reimbursement	$94,082,110	$93,893,352	$93,976,628	$127,950,140
State	Temporary Assistance for Needy Families	$168,614,086	$137,402,740	$126,585,589	$125,073,937
State	Work Now	$123,536,005	$123,536,005	$123,536,005	$123,536,005
State	Medical Assistance Administration	$194,272	$5,143,715	$6,337,458	$122,518,945
State	Medicaid- Health & Medical Care	$68,408,830	$88,408,830	$68,408,830	$52,883,845
State	Medicaid Long Term Care	$14,306,500	$14,306,500	$14,306,500	$14,306,500
State	TANF- Emergency Assistance for Families	$16,365,273	$14,126,746	$16,365,273	$13,949,273
State	Food Stamp Employment and Training	$8,193,000	$12,588,000	$12,588,000	$12,588,000
State	Protective Services	$3,969,767	$4,181,213	$4,237,911	$12,544,823
State	Child Support Administration	$5,591,883	$4,228,152	$4,594,807	$10,442,306
State	Administrative Exp Reimbursement	$57,366,138	$77,518,458	$57,025,889	$214,000
State	Other State Revenue	$2,721,564	$2,990,564	$2,990,564	$6,584,000
	Total Revenue	**$1,892,302,362**	**$1,979,561,507**	**$1,905,976,338**	**$1,925,575,080**

Outstanding Receivables

One issue in HRA's revenue budget is that there is a significant amount of prior year federal and State revenue that HRA has yet to receive. As of January 2007, HRA was still due over $150 million in revenue from Fiscal 2003-2006. If HRA were not to receive this revenue, this money would decrease the amount of current year federal and State revenue and thus have to be filled in with City funds. The chart below shows the breakdown, by year, of the outstanding revenue. It is a particular concern that there is still significant revenue outstanding from Fiscal 2005 and Fiscal 2004. Even though Fiscal 2005 ended more than a year and a half ago, HRA has still not collected over $65 million in federal and State revenue.

Outstanding Receivables in the HRA Revenue Budget



Administration For Children Services (068)

Agency Operations

The Administration for Children's Services (ACS) protects and ensures the well being of New York City's children and families. ACS investigates child abuse and neglect reports and provides contract preventive services to children. ACS also provides direct foster care and adoption services, as well as contractual services through foster care agencies citywide. The Agency also administers Head Start sites and enrolls children in child care programs through contracted providers or child care vouchers.

AGENCY FUNDING OVERVIEW

Agency Funding Sources	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
City	$763,404,682	$865,915,360	$824,779,254	$865,874,595
Other Categorical	$0	$41,973	$0	$0
State	$613,701,632	$652,453,559	$643,982,782	$663,521,882
Community Development	$3,715,436	$3,730,611	$3,494,514	$3,494,514
Federal-Other	$1,088,273,130	$1,256,641,557	$1,159,321,010	$1,201,661,772
Intra-City	$392,044	$392,044	$392,044	$392,044
Total	**$2,469,486,924**	**$2,779,175,104**	**$2,631,969,604**	**$2,734,944,807**

HEADCOUNT OVERVIEW

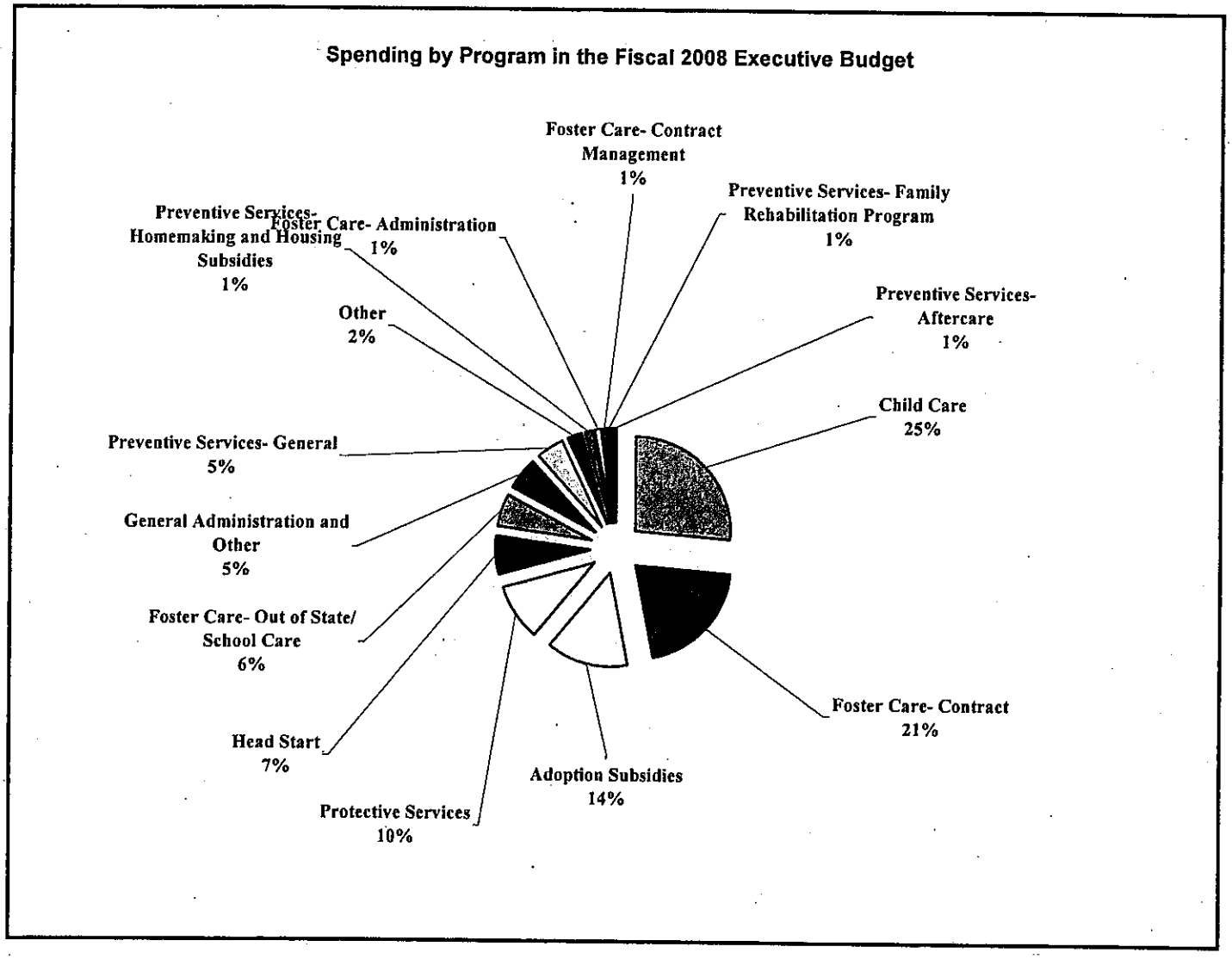
Headcount (Uniform and Civilian)	Fiscal 2007 Adopted Budget	Fiscal 2007 Current Modified	Fiscal 2008 Executive Budget
City	6,864	7,380	7,369
Non-City	217	217	213
Total	**7,081**	**7,597**	**7,582**

PROGRAM FUNDING OVERVIEW

Program	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Adoption Administration	$4,842,529	$8,251,044	$8,346,880	$8,270,665	$4,260,760
Adoption Subsidies	$358,445,919	$367,461,145	$376,166,990	$377,637,215	$377,563,895
Child Care	$518,325,991	$640,643,335	$785,302,330	$719,134,171	$723,936,146
Foster Care- Administration	$25,622,588	$18,378,704	$18,411,090	$18,411,090	$27,924,474
Foster Care- Contract	$490,518,743	$470,106,311	$512,245,390	$516,222,633	$561,821,521
Foster Care- Contract Management	$17,770,995	$13,302,684	$13,308,357	$13,308,357	$18,194,727
Foster Care- Direct	$27,460,565	$54,782,920	$47,881,225	$41,747,711	$9,471,541
Foster Care- Independent Living and Other Programs	$14,282,676	$9,615,694	$9,230,405	$9,751,130	$13,459,827
Foster Care- Out of State/ School Care	$151,913,722	$158,393,526	$152,815,016	$158,393,526	$152,815,016
General Administration and Other	$133,708,980	$156,973,398	$154,622,282	$153,989,007	$149,349,699
Head Start	$196,278,149	$152,660,586	$222,988,601	$152,689,260	$178,987,437
Preventive Services- Adolescent	$2,052,828	$18,108,333	$17,858,333	$17,608,333	$17,608,333
Preventive Services- Aftercare	$15,145,180	$18,000,000	$18,000,000	$18,000,000	$18,000,000
Preventive Services- Contract Management	$6,711,552	$4,444,176	$4,780,311	$4,780,311	$7,554,119
Preventive Services- Family Preservation	$11,159,145	$9,397,566	$9,397,566	$9,397,566	$13,760,747
Preventive Services- Family Rehabilitation Program	$15,024,503	$11,744,769	$15,449,833	$11,744,769	$18,047,518
Preventive Services- General	$108,510,951	$129,641,631	$132,626,938	$104,944,560	$136,504,445
Preventive Services- Homemaking and Housing Subsidies	$29,781,322	$37,276,991	$37,276,991	$37,276,991	$37,852,075
Protective Services	$198,937,558	$190,304,111	$242,465,474	$258,662,309	$267,832,527
Total	**2,326,493,897**	**2,469,486,924**	**2,779,174,012**	**2,631,969,604**	**2,734,944,807**

Program	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget
Adoption Administration	209	209	209	79
Adoption Subsidies	29	29	29	18
Child Care	440	448	444	525
Foster Care- Administration	292	292	292	438
Foster Care- Contract Management	403	403	403	362
Foster Care- Direct	780	780	605	94
Foster Care- Independent Living and Other Programs	105	105	108	120
General Administration and Other	1,307	1,302	1,302	1,252
Head Start	93	93	93	93
Preventive Services- Contract Management	77	88	88	151
Preventive Services- Family Preservation	247	247	247	241
Preventive Services- General	52	52	52	48
Preventive Services- Homemaking and Housing Subsidies	18	18	18	21
Protective Services	3,023	3,531	3,688	4,140
Total	**7,075**	**7,597**	**7,578**	**7,582**

PROGRAM HEADCOUNT OVERVIEW



AGENCY HIGHLIGHTS

Preventive Services Enhancement

The Executive Budget will increase the number of Preventive Service slots by 1,000. These slots are being added as a result of an increase in the number of children in need of Preventive Services. During Fiscal 2007, there has been an 8 percent increase in the number of children receiving Preventive Services and a 16 percent increase in the number of new children. These slots are not being funded beyond Fiscal 2008 because the administration feels that this investment in Preventive Services will lead to a reduction in the Foster Care caseload and thus generate savings in that program.

PS Realignment

The Executive Budget proposes a realignment of the ACS Personal Services' (PS) budget. The chart below shows how the proposed changes affect each program. In many programs, the proposed changes are counterintuitive. For instance, in both Foster Care- Contract Management and Preventive Services- Family Preservation, the number of positions is decreasing while the PS budget for the program is increasing. Similarly, other programs gain positions while their budgets decrease. These discrepancies indicate that there were major inaccuracies in the PS budgets of many ACS programs.

Program	Change in Number of Positions	Change in PS Funding
Adoption Administration	-130	($4,009,905)
Adoption Subsidies	-13	($73,320)
Child Care	8	$4,947,205
Foster Care- Administration	-136	$9,513,384
Foster Care- Contract Management	-41	$4,886,370
Foster Care- Direct	-502	($32,276,170)
Foster Care- Independent Living and Other Programs	3	$3,708,697
General Administration and Other	-53	($4,338,580)
Preventive Services- Contract Management	57	$2,773,808
Preventive Services- Family Preservation	-6	$4,363,181
Preventive Services- General	-4	$760,028
Preventive Services- Homemaking and Housing Subsidies	3	$575,084
Protective Services	542	$9,170,218

The reason that these inaccuracies exist is because the U/As in many agencies are constituted so broadly that they fund multiple programs. This gives the administration unchecked authority to shift money and positions in between programs within the same U/A. The problem with this system is that it can and often does distort what the agencies are spending on programs. Also, it is easy to imagine how the unchecked authority to transfer money between programs could lead to abuse by the administration.

UNITS OF APPROPRIATION

The operating budget of an agency is structured into several levels, each of which provides varying levels of detail on an agency's spending plans. The City Charter requires that U/A's represent the amount appropriated for personal services (i.e. salaries) or Other Than Personal Services (i.e. supplies) for a particular program, purpose, activity or institution.

(U/As 001 and 002)

Funding in these units of appropriation is for the investigation of child abuse and neglect reports, the direct administration, coordination and monitoring of programs for the care of neglected and abused children-including foster care and adoption services, and the provision of support and preventive services to families and children. The OTPS funding in this unit of appropriation is for the purchase of supplies, materials, equipment, and contractual and general fixed expenses to support agency operations and programs.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
001	Personal Services	$262,551,020	$263,306,247	$299,690,457	$323,478,750	$326,040,794	13.82%
002	Other Than Personal Services	$66,923,717	$72,892,802	$78,436,509	$76,360,673	$76,134,433	7.61%
	Total	**$329,474,737**	**$336,199,049**	**$378,126,966**	**$399,839,423**	**$402,175,227**	**21.42%**

Funding/Program Analysis

There is little change in U/As 001 and 002 in the Executive Budget. However, within U/A 001, money is being moved around due to the PS budget realignment, but this is not expected to result in any programmatic changes.

(U/As 003 and 004)

Funding in these units of appropriation is for the administration, coordination and monitoring of Head Start and day care programs. The OTPS funding in this unit of appropriation is for the child care and Head Start Services.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
003	OCSE/Headstart/Daycare-PS	$14,493,731	$15,638,110	$15,768,524	$18,784,858	$20,807,625	0.83%
004	OCSE/Headstart/Daycare-OTPS	$693,973,646	$773,588,326	$987,834,527	$848,741,500	$874,686,651	27.70%
	Total	**$708,467,377**	**$789,226,436**	**$1,003,603,051**	**$867,526,358**	**$895,494,276**	**28.53%**

Funding/Program Analysis

Overall funding for OCSE/Headstart/Daycare is increasing by $28 million from the Preliminary to the Executive Budget. This is largely due to an increase of $26 million in the Headstart Budget.

Council Initiatives Not Restored

The Fiscal 2008 Executive Budget contains $5.9 million (City funds) in cuts to ACS in Fiscal 2008. These cuts represent funding provided by the City Council in the Fiscal 2007 Adopted Budget but not baselined by the Mayor in the City's Financial Plan for Fiscal 2008 and the outyears. One example is the following:

Providers Choice $500,000. This allocation supported a pilot project to provide reimbursement funding for educational supplies or equipment for family day care providers. This pilot was modeled on the Teacher's Choice program, which is funded through the Department of Education.

(U/A 005)

Funding in this unit of appropriation is for the overall administration, coordination and monitoring of programs under ACS; communicating with the public, other city agencies and various levels and offices of governments; analyzing and interpreting federal and state legislation; recommending enactment of legislation; and providing support and general administrative functions, including financial management, data processing, security, plant management, purchasing supplies and materials, legal, budgeting, personnel and payroll.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
005	Administrative-PS	$72,638,527	$86,455,441	$82,031,535	$83,231,372	$78,780,961	-5.12%

Funding/Program Analysis

The Executive Budget for U/A 005 is $5 million less than the Preliminary Budget. This decrease is the result of the PS Re-alignment discussed above.

(U/A 006)

Funding in this unit of appropriation is for payments to voluntary, community-based agencies and city-operated programs for child welfare services, including foster care, preventive, protective and adoption services, adoption subsidy payments and special education payments made for foster children.

U/A#	U/A Name	Fiscal 2006 Actual Spending	Fiscal 2007 Adopted Budget	Fiscal 2007 Modified as of 4/23/2007	Fiscal 2008 Preliminary Budget	Fiscal 2008 Executive Budget	Percent Change Since Adopted
006	Child Welfare-OTPS	$1,215,913,255	$1,257,605,998	$1,315,413,552	$1,281,372,451	$1,358,495,435	4.60%

Funding/Program Analysis

The Executive Budget for U/A 006 is increasing by $75 million over the Preliminary Budget. This is primarily due to increased funding for Contracted Foster Care and increased investment in Preventive Services. The increased funding for Foster Care is needed because the caseload is increasing. The enhancement in preventive services will add 1,000 slots. The administration

hopes that this investment in Preventive Services will decrease the Foster Care caseload and thus result in savings in the Foster Care program.

Council Initiatives Not Restored

The Fiscal 2008 Executive Budget contains $5.9 million (City funds) in cuts to ACS in Fiscal 2008. These cuts represent funding provided by the City Council in the Fiscal 2007 Adopted Budget but not baselined by the Mayor in the City's Financial Plan for Fiscal 2008 and the outyears. This Unit of Appropriation contains two such cuts:

CONNECT Domestic Violence Program $1,200,000. This allocation represented a full restoration for the Community Empowerment Program (CEP) operated by CONNECT, Inc. (which was formerly the Family Violence Project at the Urban Justice Center). The program provides culturally affirming and community-focused services designed to enhance the ability of community and school-based organizations (CBOs) to respond to domestic violence. By providing education, technical assistance and training, as well as direct funding to CBOs, CONNECT's community partnerships enable families to access the help they need in their own communities and in their own languages through organizations already familiar to them.

Child Safety Initiative $4,200,000. This allocation was provided to allow ACS' contracted preventive services providers to reduce caseloads toward the national standard of 12 families per caseworker. Providers will hire additional caseworkers to accomplish the caseload reduction. Total funding was $12 million for the initiative including $7.8 million in matching State funds.

EXECUTIVE BUDGET ACTIONS (000s)

Description	Fiscal 2007			Fiscal 2008		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as per Preliminary Plan	**$865,799**	**$1,844,123**	**$2,709,922**	**$826,898**	**$1,805,072**	**$2,631,970**
Executive Plan New Needs						
Child Care Staffing	$0	$0	$0	$60	$74	$134
Foster Care Re-Estimate	$13,128	$20,685	$33,813	$19,224	$20,797	$40,021
Increase Preventive Services Slots	$0	$0	$0	$2,395	$4,448	$6,843
Institutional Schools Re-Estimate	$2,647	$1,765	$4,412	$0	$0	$0
Preventive Enhancement	$0	$0	$0	$3,150	$5,850	$9,000
Total New Needs	**$15,775**	**$22,450**	**$38,225**	**$24,829**	**$31,169**	**$55,998**
Executive Plan Other Adjustments			**$0**			**$0**
Federal Claiming Adjustment	($45,000)	$45,000	$0	$45,000	($45,000)	$0
Head Start Adjustment	$0	$51,412	$51,412	$0	$26,323	$26,323
Heat, Light, Power and Lease Adjustments	$350	$0	$350	($400)	($203)	($603)
Nurse Family Partnership	$1,325	$2,461	$3,786	$2,625	$4,875	$7,500
Revenue Adjustment	$0	$13,760	$13,760	$0	$13,760	$13,760
State Mobile Tech Grant	$0	$275	$275	$0	$0	$0
Total Other Adjustments	**($43,325)**	**$112,908**	**$69,583**	**$47,225**	**($245)**	**$46,980**
Executive Plan PEGs			**$0**			**$0**
Improved Claiming for IV-E	$0	$0	$0	($33,076)	$33,076	$0
Personal Service Accruals	($5,187)	($6,340)	($11,527)	$0		$0
Reduced Tuition Expenses due to Fewer Children in Foster Care	($5,348)	$0	($5,348)	$0	$0	$0
Underspending in Contracts for Homemaking Services	($780)	($2,340)	($3,120)	$0	$0	$0
Total PEGs	**($11,315)**	**($8,680)**	**($19,995)**	**($33,076)**	**$33,076**	**$0**
Total Executive Plan Budget Changes	**($38,865)**	**$126,678**	**$87,813**	**$38,978**	**$64,000**	**$102,978**
Agency Budget as per Executive Plan	**$826,934**	**$1,970,801**	**$2,797,735**	**$865,876**	**$1,869,072**	**$2,734,948**

Executive Budget Action Analysis

New Needs

- **Increase Preventive Services Slots and Preventive Enhancement.** ACS is using $6.8 million ($2.4 million in City funds) in Fiscal 2008 to add 1,000 preventive services slots. This funding is not baselined because the administration believes that these slots will be funded in the outyears by savings achieved in the Foster Care program.

- **Foster Care Re-estimate.** Due to a small increase in the Foster Care caseload, ACS is increasing funding for Foster Care by $40 million ($23.6 million in City funds) in Fiscal 2008 and the outyears.

- **Child Care Staffing.** This action will provide total funding of $134,000 ($60,000 in City funds) beginning in Fiscal 2008 and continuing in the outyears. The funds will provide for

four new staffs to enhance outreach to the Public Assistance population to increase the utilization of ACS child care centers.

- **Institutional Schools Re-estimate.** Due to an increase in the number of children being placed in institutional school settings (from 925 to 978), ACS is proposing to increase spending in Fiscal 2007 by $4.4 million ($2.6 million in City funds).

Other Adjustments

Nurse Family Partnership. This action will fund the Nurse Family Partnership program in the Department of Health and Mental Hygiene (DOHMH). The funds will be transferred to DOHMH via an intra-city agreement. The reason this money is in the ACS budget is because ACS was able to claim the State matching funds for this program. The program is not funded beyond Fiscal 2008 because the administration plans to fund this program through Medicaid.

REVENUE SUMMARY

The chart below shows the major sources of State and Federal revenue that fund the ACS budget.

Fund Type	Revenue Source	2007 Adopted Budget	2007 Current Modified	2008 Preliminary Budget	2008 Executive Budget
Fed- CD	Community Development Block Grants	$3,715,436	$3,730,611	$3,494,514	$3,494,514
Federal	Child Care & Development Block Grant	$412,739,848	$503,065,938	$438,438,835	$438,438,835
Federal	Head Start Grant	$152,655,169	$216,957,796	$152,655,169	$178,978,297
Federal	Title IV-E Adoption Assistance	$172,654,290	$176,272,854	$177,436,285	$177,436,285
Federal	Title IV-E Foster Care Program	$39,834,665	$42,283,196	$84,903,055	$86,773,862
Federal	TANF - EAF Child Welfare	$78,210,449	$78,210,449	$78,210,449	$78,210,449
Federal	Title IV-E Foster Care Administration	$53,800,119	$60,567,192	$69,506,738	$70,795,655
Federal	Social Services Block Grant Title XX Child Welfare	$52,166,891	$52,166,891	$52,166,891	$52,166,891
Federal	Social Services Block Grant Title XX- Other	$25,229,247	$25,229,247	$25,229,247	$25,229,250
Federal	Foster Care Title IV-E- Preventative Services	$23,859,469	$23,519,449	$23,519,449	$23,519,449
Federal	Preventive Services Title-IVB	$8,361,825	$22,121,921	$8,361,825	$22,121,921
Federal	TANF-Emergency Assistance	$15,881,189	$15,881,189	$15,881,189	$15,881,186
Federal	Title IV-E Protective Services	$13,747,575	$13,551,659	$13,551,659	$13,551,659
Federal	Title IV-E Independent Living	$7,659,602	$7,659,602	$7,659,602	$7,659,602
Federal	Other Federal Revenue	$31,472,792	$19,154,174	$11,800,617	$10,898,431
Intra City	Social Services/ Fees	$392,044	$392,044	$392,044	$392,044
Other Cat	Donations for Victims of DV	$0	$1,020	$0	$0
Other Cat	Private Grants	$0	$40,953	$0	$0
State	State Preventative Services	$200,566,256	$235,927,903	$226,803,801	$241,994,923
State	Foster Care Block Grant	$227,982,006	$227,982,006	$227,982,006	$232,329,984
State	Adoption Assistance Administration	$145,238,764	$148,299,145	$149,283,111	$149,283,111
State	Special Education Services	$28,000,248	$28,000,248	$28,000,248	$28,000,248
State	Other State Revenue	$11,914,358	$12,244,257	$11,913,616	$11,913,616
	Total	$1,706,082,242	$1,913,259,744	$1,807,190,350	$1,869,070,212

Administration- Fiscal Operations

This unit is responsible for administering the agency's budget and for claiming federal and state revenue.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$18,984,124	$19,646,712	$20,817,817	$20,999,913	$20,744,716	$24,308,433
Total	**$18,984,124**	**$19,646,712**	**$20,817,817**	**$20,999,913**	**$20,744,716**	**$24,308,433**
Funding						
City Tax Levy			$2,951,513	$2,961,513	$2,846,930	$15,193,408
Federal			$15,838,286	$15,838,286	$15,697,672	$6,148,411
State			$2,028,018	$2,200,114	$2,200,114	$2,966,614
Total			**$20,817,817**	**$20,999,913**	**$20,744,716**	**$24,308,433**
Full Time Budgeted Positions			**400**	**404**	**404**	**405**

Administration- General & Other

This program includes funding for all other administrative functions which cannot be clearly linked to specific program areas.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$76,696,267	$87,213,453	$91,589,491	$91,391,052	$91,877,308	$100,090,720
Other Than Personal Services	$164,050,558	$152,875,505	$127,577,174	$148,613,112	$127,577,174	$125,478,380
Total	**$240,746,825**	**$240,088,958**	**$219,166,665**	**$240,004,164**	**$219,454,482**	**$225,569,100**
Funding						
City Tax Levy			$74,644,037	$66,148,992	$71,675,034	$111,670,687
Fed- CD			$2,937,510	$2,937,510	$2,937,510	$2,937,510
Federal			$85,973,824	$93,822,817	$86,013,317	$54,970,776
Intra City			$1,088,965	$1,088,965	$1,088,965	$1,088,965
State			$54,522,329	$76,005,880	$57,739,656	$54,901,162
Total			**$219,166,665**	**$240,004,164**	**$219,454,482**	**$225,569,100**
Full Time Budgeted Positions			**2,201**	**1,993**	**1,993**	**1,880**

Administration- HR, Legal, & Contracts

This includes the General Counsel, the office of Contracts, and the Human Resources office of the agency.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$25,311,994	$26,202,899	$36,347,446	$28,851,781	$28,930,731	$31,269,754
Total	**$25,311,994**	**$26,202,899**	**$36,347,446**	**$28,851,781**	**$28,930,731**	**$31,269,754**
Funding						
City Tax Levy			$10,392,647	$8,744,863	$8,738,418	$17,751,856
Federal			$14,709,328	$11,861,447	$11,946,842	$8,656,406
State			$11,245,471	$8,245,471	$8,245,471	$4,861,492
Total			**$36,347,446**	**$28,851,781**	**$28,930,731**	**$31,269,754**
Full Time Budgeted Positions			571	553	553	554

Administration- MIS

Management Information Systems (MIS) is responsible for all the computer function of the department.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$36,853,035	$38,021,186	$38,284,812	$41,410,046	$41,410,046	$42,898,557
Other Than Personal Services	$41,776,861	$32,563,026	$6,100,001	$29,181,063	$10,099,001	$10,099,001
Total	**$78,629,897**	**$70,584,212**	**$44,384,813**	**$70,591,109**	**$51,509,047**	**$52,997,558**
Funding						
City Tax Levy			$13,128,539	$33,145,998	$16,830,936	$35,604,106
Federal			$24,128,521	$28,020,021	$26,903,521	$12,406,217
State			$7,127,753	$9,425,090	$7,774,590	$4,987,235
Total			**$44,384,813**	**$70,591,109**	**$51,509,047**	**$52,997,558**
Full Time Budgeted Positions			600	597	597	604

Adult Protective Services

This program provides services to individuals 18 years of age and older, without regard to income, who are mentally or physically impaired and who are unable to manage their own resources, carry out activities of daily living or protect themselves, without assistance from others. Services may include referrals for psychiatri medical exams, assistance in obtaining government entitlements and other social services, cleaning services, and identification of alternate living arrangements.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$16,267,196	$17,358,964	$18,304,318	$22,764,912	$25,874,282	$23,874,282
Other Than Personal Services	$12,156,405	$15,499,690	$12,530,000	$14,171,695	$12,313,791	$18,562,925
Total	**$28,423,601**	**$32,858,654**	**$30,834,318**	**$36,936,607**	**$38,188,073**	**$42,437,207**
Funding						
City Tax Levy			$10,780,426	$14,888,254	$16,296,716	$7,961,330
Federal			$15,880,536	$17,325,940	$17,112,246	$23,811,627
State			$4,173,356	$4,722,413	$4,779,111	$10,664,250
Total			**$30,834,318**	**$36,936,607**	**$38,188,073**	**$42,437,207**
Full Time Budgeted Positions			414	415	452	452

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Number of Active Cases	Outcome	5,495	5,115	6,078	
Individuals referred to APS visited within three working days	Service Quality	87.2%	87.4%	91.2%	

CEO- Evaluation

The Mayor has committed $65 million annually to fund programs that seek to implement the recommendations of the Commission on Economic Opportunity (CE(This component of the CEO will be used to evaluate the effectiveness of these new programs and also will be used to develop better indices to measure poverty York City.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services				$96,667	$350,000	$350,000
Other Than Personal Services				$2,011,100	$4,287,300	$4,287,300
Total				**$2,107,767**	**$4,637,300**	**$4,637,300**
Funding						
City Tax Levy				$2,107,767	$4,637,300	$4,637,300
Total				**$2,107,767**	**$4,637,300**	**$4,637,300**
Full Time Budgeted Positions				6	6	6

Child Care

Prior to FY 2007, childcare for public assistance clients had been funded through HRA. However, at the beginning of this fiscal year this funding was moved to the Administration for Children's Services (ACS).

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$50,938	$44,858	$44,035	$44,035	$44,035	$44,035
Other Than Personal Services	$241,058,305	$256,926,159	$0			
Total	**$241,109,243**	**$256,971,017**	**$44,035**	**$44,035**	**$44,035**	**$44,035**
Funding						
City Tax Levy					$0	$44,035
Federal			$44,035	$44,035	$44,035	$0
Total			**$44,035**	**$44,035**	**$44,035**	**$44,035**
Full Time Budgeted Positions			1	1	1	1

Domestic Violence

The Office of Domestic Violence (ODV) provides temporary housing, emergency shelter and supportive services for victims of domestic violence and their childre ODV directly operates one emergency domestic violence shelter, oversees the reimbursement of 35 private emergency residential programs, and oversees and provides client referrals for four transitional housing programs for victims of domestic violence. All programs provide a safe environment as well as counseling, advocacy and referral services.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$9,111,749	$9,238,010	$9,743,932	$10,025,535	$9,965,281	$10,546,303
Other Than Personal Services	$62,950,578	$66,199,270	$69,585,321	$69,360,710	$69,828,957	$69,810,993
Total	**$72,062,327**	**$75,437,280**	**$79,329,253**	**$79,386,245**	**$79,794,238**	**$80,357,296**
Funding						
City Tax Levy			$22,173,443	$21,751,733	$22,354,006	$17,534,902
Federal			$40,365,969	$41,507,039	$40,574,232	$44,520,407
State			$16,789,841	$16,127,473	$16,866,000	$18,301,987
Total			**$79,329,253**	**$79,386,245**	**$79,794,238**	**$80,357,296**
Full Time Budgeted Positions			199	205	205	218

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Number of DV emergency beds	Capacity	1,832	1,955	2,081	
Rape related to Domestic Violence	Outcome	410	402	407	
Murder related to Domestic Violence	Outcome	72	57	67	
Felonious Assault related to Domestic Violence	Outcome	3,999	3,805	3,605	
DV nonresidential program active caseload	Output	1,626	2,480	2,879	

Emergency Food Assistance Program

The Emergency Food Assistance Program (EFAP) provides nutrition education and food stamp outreach and funds the distribution of food to soup kitchens and f pantries.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$13,935,601	$17,083,398	$11,988,478	$15,781,268	$10,436,557	$10,436,557
Total	**$13,935,601**	**$17,083,398**	**$11,988,478**	**$15,781,268**	**$10,436,557**	**$10,436,557**
Funding						
City Tax Levy			$8,335,718	$8,376,297	$6,783,797	$6,783,797
Federal			$3,438,760	$7,190,971	$3,438,760	$3,438,760
State			$214,000	$214,000	$214,000	$214,000
Total			**$11,988,478**	**$15,781,268**	**$10,436,557**	**$10,436,557**

Full Time Budgeted Positions	0

Employment- Back to Work

HRA's Back to Work program includes citywide contracts with community based employment and training organizations to provide job readiness training, placem services and vocational training to applicants and recipients of Public Assistance. These activities, shaped according to the background and skills of each individi include short-term job search, vocational training, work experience or basic education. Through these services, in a structured and professional environment, HR builds on each individual's capacity to achieve job placement and ultimately career advancement.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$69,174,354	$67,434,748	$36,044,250	$67,625,250	$77,625,250	$77,625,250
Total	**$69,174,354**	**$67,434,748**	**$36,044,250**	**$67,625,250**	**$77,625,250**	**$77,625,250**
Funding						
City Tax Levy			$9,747,250	$13,853,250	$17,853,250	$17,853,250
Federal			$17,403,000	$37,918,000	$41,918,000	$41,918,000
State			$8,894,000	$15,854,000	$17,854,000	$17,854,000
Total			**$36,044,250**	**$67,625,250**	**$77,625,250**	**$77,625,250**

Employment- General & Admin

This includes the Work Experience Program (WEP), which is combined with other education, training and job search activities designed to help Public Assistance clients achieve self-sufficiency.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$927,916	$513,714	$4,672,190	$715,000		
Other Than Personal Services	$60,463,828	$62,091,110	$85,049,067	$65,702,580	$77,079,067	$78,807,497
Total	**$61,391,744**	**$62,604,824**	**$89,721,257**	**$66,417,580**	**$77,079,067**	**$78,807,497**
Funding						
City Tax Levy			$45,869,438	$31,969,598	$43,656,154	$44,006,662
Federal			$26,823,917	$19,714,842	$18,689,398	$18,980,354
State			$17,027,902	$14,733,140	$14,733,515	$15,820,481
Total			**$89,721,257**	**$66,417,580**	**$77,079,067**	**$78,807,497**
Full Time Budgeted Positions			301	15		

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Percent of PA cases whose cases were closed due to employment income and did not return after 180 days	Outcome	76.4%	78.6%	80.5%	
Average percent of PA cases who retained employment income 180 days after being placed in a job	Outcome	72.5%	74.6%	75.5%	
Public Assistance applicants and recipients placed into job	Output	78,500	88,700	80,500	

Employment- POP and BEGIN

Through the Parks Opportunity Program (POP), which began in March 2001, individuals on public assistance are hired for paid seasonal positions at the Parks Department. Under our latest contract with City of New York Human Resources Administration (HRA), new POP employees are hired for six-month positions. PO employees perform a wide variety of functions within the agency including maintenance, security, and clerical positions.

Founded in 1989, BEGIN, or "Begin Employment, Gain Independence Now," is a welfare-to-work program specializing in basic skills and literacy instruction for participants with low basic skills and limited English proficiency. BEGIN partners with educational institutions, community-based organizations, social service age and employers to create career pathways for participants.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$63,990,846	$55,925,427	$70,485,135	$70,155,779	$53,404,501	$54,895,627
Total	**$63,990,846**	**$55,925,427**	**$70,485,135**	**$70,155,779**	**$53,404,501**	**$54,895,627**
Funding						
City Tax Levy			$43,086,220	$34,233,864	$35,882,586	$37,373,712
Federal			$22,403,915	$31,210,915	$12,810,915	$12,810,915
State			$4,995,000	$4,711,000	$4,711,000	$4,711,000
Total			**$70,485,135**	**$70,155,779**	**$53,404,501**	**$54,895,627**

Employment- WeCare

Through the agency's WeCARE program, Public Assistance client who exhibit barriers to employment receive customized comprehensive services aimed at holis treating them and their specific situation. The goal of the WeCARE program is to tailor services to meet each individual's and family's unique needs by providing . continuum of assessment, treatment, and rehabilitation services to facilitate health, wellness and self-sufficiency.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$3,673,770	$5,066,324	$6,144,926	$6,123,981	$6,144,926	$6,336,749
Other Than Personal Services	$74,980,194	$90,051,909	$30,000,000	$105,388,931	$77,702,000	$77,702,000
Total	**$78,653,964**	**$95,118,233**	**$36,144,926**	**$111,512,912**	**$83,846,926**	**$84,038,749**
Funding						
City Tax Levy			$32,556,740	$53,477,351	$36,311,740	$34,996,187
Federal			$1,030,856	$28,925,856	$21,925,856	$22,479,187
State			$2,557,330	$29,109,705	$25,609,330	$26,563,375
Total			**$36,144,926**	**$111,512,912**	**$83,846,926**	**$84,038,749**
Full Time Budgeted Positions			123	123	123	126

Food Stamps

The Food Stamp Program is designed to enable people with limited income to increase their ability to purchase food. The program, funded by the U.S. Departme Agriculture (USDA), provides food stamp benefits through the use of an electronic benefits card that can be used in the place of cash to purchase food items at participating grocery stores and supermarkets.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$46,577,983	$47,640,364	$40,546,083	$52,885,074	$50,768,525	$56,488,644
Other Than Personal Services	$3,117,377	$5,053,663	$4,551,248	$4,716,214	$4,634,293	$4,771,823
Total	**$49,695,360**	**$52,694,027**	**$45,097,331**	**$57,601,288**	**$55,402,818**	**$61,260,467**
Funding						
City Tax Levy			$1,349,883	$9,445,964	$8,247,492	$20,752,741
Federal			$27,557,636	$32,220,350	$31,220,352	$29,860,736
State			$16,189,812	$15,934,974	$15,934,974	$10,646,990
Total			**$45,097,331**	**$57,601,288**	**$55,402,818**	**$61,260,467**
Full Time Budgeted Positions			**1,227**	**1,308**	**1,264**	**1,379**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Persons Recieiving Food Stamps	Output	991,800	1,086,200	1,095,200	
Expenditures on Food Stamps (Calendar Year, in millions)	Output	$1,288	$1,478	$1,431	

HASA

The HIV/AIDS Services Administration (HASA) mission is to expedite access to essential benefits and social services needed by persons living with AIDS or clini symptomatic HIV illness and their families. The services HASA provides include intensive case management, assistance applying for SSI/SSD benefits, and dire linkage to public assistance, Medicaid, and food stamp benefits.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$54,225,676	$53,750,256	$48,379,568	$48,323,623	$48,192,787	$49,802,786
Other Than Personal Services	$131,665,103	$139,887,841	$158,502,104	$162,161,382	$167,231,130	$168,072,443
Total	**$185,890,779**	**$193,638,097**	**$206,881,672**	**$210,485,005**	**$215,423,917**	**$217,875,229**
Funding						
City Tax Levy			$90,350,077	$91,495,685	$94,047,192	$69,826,568
Federal			$43,965,189	$44,719,183	$43,909,244	$56,624,762
State			$72,566,406	$74,270,137	$77,467,481	$91,423,899
Total			**$206,881,672**	**$210,485,005**	**$215,423,917**	**$217,875,229**
Full Time Budgeted Positions			**1,283**	**1,276**	**1,271**	**1,271**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Persons diagnosed, living and reported with HIV/AIDS (Calendar Year)	Demand	94,495	98,279		
New adult AIDS cases Diagnosed (Calendar Year)	Outcome	4,324	4,132		
Individuals receiving HIV/AIDS services	Output	31,900	31,600	31,000	
Average number of days to issue housing related financial benefits to HASA clients	Service Quality	18.7	18.5	18.9	

HEAP

The Home Energy Assistance Program (HEAP) is a federally funded program that provides grants to low-income homeowners and renters to assist them in payir bills for heating fuel, equipment and repairs. The grants range from $40 to $400 a year. The program consists of two major components; regular and emergency benefits. If households receive a HEAP benefit, the benefit does not have to be paid back. Emergency benefits are offered in addition to the regular HEAP benefi

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$1,294,467	$1,496,491	$1,329,672	$2,136,502	$1,659,672	$2,049,672
Other Than Personal Services	$30,628,654	$31,849,687	$22,000,000	$29,883,201	$22,000,000	$22,000,000
Total	**$31,923,121**	**$33,346,178**	**$23,329,672**	**$32,019,703**	**$23,659,672**	**$24,049,672**
Funding						
City Tax Levy			$61,126	$191,126	$191,126	$555,581
Federal			$23,199,262	$31,559,293	$23,199,262	$23,494,091
State			$69,284	$269,284	$269,284	$0
Total			**$23,329,672**	**$32,019,703**	**$23,659,672**	**$24,049,672**
Full Time Budgeted Positions			33	40	36	36

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Number of Households Served	Output	414,184	439,818		463,818

Homecare

The Home Care Services Program (HCSP) is responsible for Medicaid-funded non-institutional long-term care programs in New York City. Programs include the Personal Care Services Program, the Long Term Home Health Care Program, the Assisted Living Program, the Care at Home Program, and the Managed Long Care Program.

For Medicaid-eligible clients seeking personal care services, HCSP staff assesses the medical need and determines the appropriate level of care. Both home att and housekeeping services are available through this program. Case management is provided by HCSP through its nine (9) Community Alternative Systems Age (CASA) Offices. Services in the home are delivered by approximately 90 contracted provider agencies.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$29,542,468	$28,766,093	$34,891,357	$33,391,357	$33,391,357	$36,647,558
Other Than Personal Services	$307,773,703	$259,926,607	$242,526,048	$262,526,048	$249,219,048	$249,219,048
Total	**$337,316,171**	**$288,692,700**	**$277,417,405**	**$295,917,405**	**$282,610,405**	**$285,866,606**
Funding						
City Tax Levy			$199,810,108	$199,810,108	$206,503,108	$199,521,048
Federal			$38,016,267	$36,516,267	$36,516,267	$43,172,779
State			$39,591,030	$59,591,030	$39,591,030	$43,172,779
Total			**$277,417,405**	**$295,917,405**	**$282,610,405**	**$285,866,606**
Full Time Budgeted Positions			799	799	799	799

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Clients receiving home care services	Output	66,400	66,100	64,800	
Average Number of days to initiate Home Attendant and Housekeeper Services cases	Service Quality	22.4	14.8	15.6	

Investigations and Revenue Administration

This program is composed of two distinct offices: the Office of Investigation and the office of Revenue and Administration.

The Office of Investigations conducts criminal investigations on individuals and organized groups alleged to be attempting or committing fraudulent acts against tl social service programs and contributes to the integrity of the public assistance eligibility process through reviews of applicants and recipients of assistance.

The Office of Revenue and Administration is responsible for recovery of overpayments and monies due HRA.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$57,631,716	$59,411,558	$60,346,115	$65,632,810	$83,106,020	$66,653,865
Other Than Personal Services				$2,248,186	$1,101,200	$1,101,200
Total	**$57,631,716**	**$59,411,558**	**$60,346,115**	**$67,880,996**	**$84,207,220**	**$67,755,065**
Funding						
City Tax Levy			$24,096,958	$26,324,028	$34,241,319	$32,365,968
Federal			$35,760,253	$39,952,471	$47,091,018	$16,753,264
State			$488,904	$1,604,497	$2,874,883	$18,635,833
Total			**$60,346,115**	**$67,880,996**	**$84,207,220**	**$67,755,065**
Full Time Budgeted Positions			**1,429**	**1,431**	**1,731**	**1,708**

Medicaid- City's Share

In New York City, HRA, through its Medical Assistance Program division (MAP), is responsible for the administration of public health insurance. MAP determines maintains eligibility, based upon consumer income and/or resource levels, for each of the available health insurance programs and their related services. HRA administers health insurance for low-income families and individuals; persons receiving SSI or public assistance are automatically eligible; pregnant women, chilc and persons who are 65 and over, disabled or blind.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$3,826,818,384	$3,612,347,021	$3,910,148,260	$4,351,849,997	$5,131,758,106	$5,488,602,426
Total	**$3,826,818,384**	**$3,612,347,021**	**$3,910,148,260**	**$4,351,849,997**	**$5,131,758,106**	**$5,488,602,426**
Funding						
City Tax Levy			$3,825,839,570	$4,267,541,307	$5,047,449,416	$5,404,293,736
Federal			$32,452,360	$32,452,360	$32,452,360	$42,154,345
State			$51,856,330	$51,856,330	$51,856,330	$42,154,345
Total			**$3,910,148,260**	**$4,351,849,997**	**$5,131,758,106**	**$5,488,602,426**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Persons enrolled in public health insurance	Output	2,458,100	2,591,300	2,583,500	2,573,200
Persons Enrolled in Medicaid-Only	Output	1,634,600	1,770,000	1,787,900	1,788,300

Medicaid- Eligibility & Admin

HRA's Medical Insurance and Community Services Administration (MICSA) determines and maintains eligibility, based upon consumer income and/or resource le for each of the available health insurance programs and their related services. HRA administers health insurance for low-income families and individuals; persons receiving SSI or public assistance are automatically eligible; pregnant women, children and persons who are 65 and over, disabled or blind.

The agency conduct investigations of prescription drug fraud and also recently began investigating Medicaid provider fraud.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$59,493,403	$61,834,071	$66,250,048	$71,088,760	$71,435,474	$71,880,510
Other Than Personal Services	$19,359,954	$18,403,760	$18,825,714	$18,606,309	$17,121,171	$18,108,088
Total	**$78,853,356**	**$80,237,831**	**$85,075,762**	**$89,695,069**	**$88,556,645**	**$89,988,598**
Funding						
City Tax Levy			$15,860,773	$15,860,773	$15,860,773	$2,638,816
Federal			$47,124,822	$47,034,476	$46,465,264	$44,050,804
State			$22,090,167	$26,799,820	$26,230,608	$43,298,978
Total			**$85,075,762**	**$89,695,069**	**$88,556,645**	**$89,988,598**
Full Time Budgeted Positions			**1,706**	**1,809**	**1,754**	**1,824**

Office of Child Support Enforcement

The Office of Child Support Enforcement (OCSE) helps custodial parents (parents living with and caring for their children) to obtain the financial support that their children need and deserve from non-custodial parents (parents not living with their children).

OCSE assists all parents, regardless of income and immigration status at no cost. Once a child support order is established, it remains in effect until the child rea age 21 or becomes self-supporting, unless the court orders otherwise. Clients applying for or receiving public assistance benefits are automatically referred to OC for child support services. Parents not receiving public assistance must apply for our services by visiting the OCSE office in the family court in the borough where live.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$28,056,341	$27,979,534	$33,766,783	$33,050,793	$33,050,793	$37,004,985
Other Than Personal Services	$14,545,338	$16,687,861	$22,505,314	$18,990,174	$21,143,914	$21,102,403
Total	**$42,601,679**	**$44,667,395**	**$56,272,097**	**$52,040,967**	**$54,194,707**	**$58,107,388**
Funding						
City Tax Levy			$3,005,729	$1,031,931	$1,368,586	$8,672,286
Federal			$45,134,335	$44,578,345	$46,028,775	$40,241,074
State			$8,132,033	$6,430,691	$6,797,346	$9,194,028
Total			**$56,272,097**	**$52,040,967**	**$54,194,707**	**$58,107,388**
Full Time Budgeted Positions			886	876	876	925

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Percent of Obligations Collected	Efficiency		66.2%	65.8%	
Child Support Collected (in millions)	Output	$521.1	$546.5	$588.3	
Cases with a support obligation	Output	73.1%	71.7%	71.9%	

PA - Family Assistance Grants

Family Assistance Grants include grant payments to families through the Family Assistance program and the continuing Safety Net Assistance program for famili that have reached their 60-month limit for federal assistance.

Family Assistance (FA) is mainly for households that have children under 18 years (or under 19 if still in high school full-time), living with a relative who is taking c him or her. FA is a cash benefit that a household can receive for a total of 5 years.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$874,884,429	$769,875,391	$844,083,035	$692,963,156	$665,288,551	$665,498,374
Total	**$874,884,429**	**$769,875,391**	**$844,083,035**	**$692,963,156**	**$665,288,551**	**$665,498,374**
Funding						
City Tax Levy			$263,204,876	$212,784,280	$203,467,129	$203,535,977
Federal			$298,216,053	$251,832,045	$242,791,742	$242,863,869
Intra City			$20,000,000	$7,781,230	$7,781,230	$7,781,230
State			$262,662,106	$220,565,601	$211,248,450	$211,317,298
Total			**$844,083,035**	**$692,963,156**	**$665,288,551**	**$665,498,374**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Family Assistance Program work participation rate (Federal guidelines)	Outcome	39.9%	35.8%	41.0%	
Public Assistance cases who are partially or fully unengageable	Output	55.3%	56.5%	58.4%	
Persons receiving Family Assistance	Output	332,900	307,900	278,900	255,200

PA - Safety Net Assistance Grants

Safety Nets Assistance Grants includes grant payments to single adults and couples without minor children through the Safety Net Assistance program. Safety N grants for financially eligible HASA clients are included in this budget.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$400,994,427	$463,824,422	$501,110,029	$516,839,226	$535,092,200	$521,478,076
Total	**$400,994,427**	**$463,824,422**	**$501,110,029**	**$516,839,226**	**$535,092,200**	**$521,478,076**
Funding						
City Tax Levy			$233,337,191	$240,794,644	$249,921,131	$243,114,069
Federal			$35,250,000	$35,250,000	$35,250,000	$35,250,000
State			$232,522,838	$240,794,582	$249,921,069	$243,114,007
Total			**$501,110,029**	**$516,839,226**	**$535,092,200**	**$521,478,076**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Safety Net Assistance Program work participation rate (Federal guidelines)	Outcome			47.7%	
Persons receiving Safety Net Assistance	Output	104,500	108,300	114,900	131,800

PA Eligibility Verification and Administration

The Bureau of Eligibility Verification (BEV) contributes to the integrity of the public assistance eligibility process through eligibility reviews of applicants and recipie of assistance. Activities include participant interviews, computer matches, collateral contacts, and document verification.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$152,577,008	$146,054,488	$153,693,735	$149,793,467	$162,655,111	$151,725,523
Other Than Personal Services	$49,033,226	$53,412,154	$54,288,526	$54,730,526	$53,985,949	$56,559,343
Total	**$201,610,235**	**$199,466,641**	**$207,982,261**	**$204,523,993**	**$216,641,060**	**$208,284,866**
Funding						
City Tax Levy			$136,617,189	$112,368,187	$118,858,991	$53,810,542
Federal			$52,911,208	$73,701,942	$79,328,205	$81,994,530
State			$18,453,864	$18,453,864	$18,453,864	$72,479,794
Total			**$207,982,261**	**$204,523,993**	**$216,641,060**	**$208,284,866**
Full Time Budgeted Positions			**3,368**	**3,560**	**3,560**	**3,547**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Average annual administrative cost per public assistance case	Efficiency	$429.98	$429.98	$413.86	
Persons Receiving Public Assistance	Output	437,500	416,200	393,800	

PA Non-Grant

This program includes public assistance non-grant services.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other Than Personal Services	$25,735,111	$29,628,002	$35,726,083	$30,726,083	$36,726,083	$20,038,083
Total	**$25,735,111**	**$29,628,002**	**$35,726,083**	**$30,726,083**	**$36,726,083**	**$20,038,083**
Funding						
City Tax Levy			$16,684,083	$15,721,583	$17,221,583	$11,855,583
Federal			$8,067,000	$5,017,000	$8,017,000	$2,272,000
State			$10,975,000	$9,987,500	$11,487,500	$5,910,500
Total			**$35,726,083**	**$30,726,083**	**$36,726,083**	**$20,038,083**

Substance Abuse Services

The Substance Abuse Services program includes rehabilitation services for clients with substance abuse problems that act as a barrier to employment and independent living.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$3,527,146	$1,568,136	$1,414,030	$3,896,209	$3,798,344	$4,698,344
Other Than Personal Services	$94,165,251	$86,559,146	$82,752,859	$85,109,822	$85,109,822	$85,108,963
Total	**$97,692,397**	**$88,127,281**	**$84,166,889**	**$89,006,031**	**$88,908,166**	**$89,807,307**
Funding						
City Tax Levy			$36,759,108	$37,041,287	$36,943,422	$38,107,293
Federal			$8,586,361	$9,000,361	$9,000,361	$7,561,047
State			$38,821,420	$42,964,383	$42,964,383	$44,138,967
Total			**$84,166,889**	**$89,006,031**	**$88,908,166**	**$89,807,307**
Full Time Budgeted Positions			37	77	77	107

Adoption Administration

Adoption services recruits potential adoptive parents, evaluates their suitability and coordinates the adoption process from the initial planning to finalization court proceedings and provides subsidies to qualified adoptive families.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$8,510,170	$4,312,241	$8,221,044	$8,237,128	$8,240,665	$4,230,760
Other than Personal Services	$31,520	$530,288	$30,000	$109,752	$30,000	$30,000
Total	**$8,541,691**	**$4,842,529**	**$8,251,044**	**$8,346,880**	**$8,270,665**	**$4,260,760**
Funding						
City Tax Levy			$989,492	$996,731	$998,323	$914,558
Federal			$5,559,110	$5,641,434	$5,562,248	$2,465,028
State			$1,702,442	$1,708,715	$1,710,094	$881,174
Total			**$8,251,044**	**$8,346,880**	**$8,270,665**	**$4,260,760**
Full Time Budgeted Positions			209	209	209	79

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Median Length of Stay in foster care before child is adopted (months)	Outcome	61.5	59.7	58.0	
Average time to complete adoption (years)	Outcome	3.5	3.4	3.5	
Children Adopted	Output	2,735	2,364	1,831	

Adoption Subsidies

Adoption subsidies are given to families to help with the costs of care of "special needs" children. Special needs means children who for various reasons are harder to match with adoptive parents. The subsidy provides monetary support for the adopted child's care without imposing an undue financial burden on the adoptive family.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$610,291	$919,409	$984,270	$985,883	$985,883	$912,563
Other than Personal Services	$342,019,977	$357,526,509	$366,476,875	$375,181,107	$376,651,332	$376,651,332
Total	**$342,630,268**	**$358,445,919**	**$367,461,145**	**$376,166,990**	**$377,637,215**	**$377,563,895**
Funding						
City Tax Levy			$48,701,282	$50,073,941	$50,050,123	$50,127,391
Federal			$173,318,519	$176,937,341	$178,100,772	$177,965,572
State			$145,441,344	$149,155,708	$149,486,320	$149,470,932
Total			**$367,461,145**	**$376,166,990**	**$377,637,215**	**$377,563,895**
Full Time Budgeted Positions			29	29	29	18

Child Care

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$14,238,483	$15,810,503	$14,766,992	$15,088,320	$18,104,654	$23,211,210
Other than Personal Services	$474,253,904	$502,515,488	$625,876,343	$770,214,010	$701,029,517	$700,724,936
Total	**$488,492,387**	**$518,325,991**	**$640,643,335**	**$785,302,330**	**$719,134,171**	**$723,936,146**
Funding						
City Tax Levy			$205,358,358	$248,878,845	$250,617,090	$253,559,054
Fed- CD			$3,715,436	$3,730,611	$3,494,514	$3,494,514
Federal			$417,595,390	$507,190,684	$441,381,664	$442,474,977
Other Cat			$0	$10,879		
State			$13,974,151	$25,491,311	$23,640,903	$24,407,601
Total			**$640,643,335**	**$785,302,330**	**$719,134,171**	**$723,936,146**
Full Time Budgeted Positions			**440**	**448**	**444**	**525**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Child care capacity filled (%)	Efficiency	96.6%	96.9%	96.1%	
Abuse and/or neglect reports for children in child care	Outcome	254	235	294	
Group child care (contract) ($)	Unit Cost	$8,840	$8,337	$9,510	
Group child care (voucher) ($)	Unit Cost	$6,511	$6,615	$6,956	
Family child care (contract) ($)	Unit Cost	$5,775	$5,950	$6,942	
Family child care (voucher) ($)	Unit Cost	$5,710	$5,620	$6,085	

Foster Care- Administration

This program oversees and supports the various foster care programs.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$23,315,282	$25,622,588	$18,378,704	$18,411,090	$18,411,090	$27,924,474
Total	**$23,315,282**	**$25,622,588**	**$18,378,704**	**$18,411,090**	**$18,411,090**	**$27,924,474**
Funding						
City Tax Levy			$2,193,296	$2,207,870	$2,207,870	$6,053,069
Federal			$12,402,757	$12,407,939	$12,407,939	$16,084,890
State			$3,782,651	$3,795,281	$3,795,281	$5,786,515
Total			**$18,378,704**	**$18,411,090**	**$18,411,090**	**$27,924,474**
Full Time Budgeted Positions			**292**	**292**	**292**	**438**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Siblings placed simultaneously in the same foster home (%)	Service Quality	87.3%	91.2%	89.5%	
Median Length of Stay in foster care before child is adopted (months)	Outcome	61.5	59.7	58.0	
Children in foster care who had two or more transfers from one facility to another (%)	Service Quality	41.2%	44.7%	43.7%	
Children entering foster care who are placed with relatives (%)	Service Quality	19.4%	21.4%	25.5%	

Foster Care- Contract

When ACS needs to place children in foster care, it generally contracts with a private agency that, depending on the child's needs, places the child either with a foster family or in a congregate care (group home) facility.

Contract Foster Care (CFC) payments to service providers are given for per diem care and maintenance for foster care children along with other miscellaneous payments. These monies cover such costs as: food, clothing, shelter, daily supervision, school supplies, a child's personal incidentals, liability insurance with respect to a child, and reasonable travel arrangements, i.e. to the child's home for visitation, school, or mental health professional.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other than Personal Services	$550,433,576	$490,518,743	$470,106,311	$512,245,390	$516,222,633	$561,821,521
Total	**$550,433,576**	**$490,518,743**	**$470,106,311**	**$512,245,390**	**$516,222,633**	**$561,821,521**
Funding						
City Tax Levy			$246,469,395	$269,321,872	$223,521,329	$259,161,077
Federal			$52,914,174	$60,032,881	$109,366,147	$113,020,085
State			$170,722,742	$182,890,637	$183,335,157	$189,640,359
Total			**$470,106,311**	**$512,245,390**	**$516,222,633**	**$561,821,521**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
New Children Entering Foster Care	Demand	4,680	3,666	4,897	
Children in Foster Care (average)	Demand	22,082	18,968	16,747	
Abuse and/or neglect reports for children in foster care	Outcome	1,209	1,095	1,256	
Cost per foster care case in a foster boarding home	Unit Cost	$49.10	$51.91	$54.58	

Foster Care- Contract Management

This program oversees the various types of foster care service contracts that ACS has with service provider agencies.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$15,949,442	$17,770,995	$13,302,684	$13,308,357	$13,308,357	$18,194,727
Total	**$15,949,442**	**$17,770,995**	**$13,302,684**	**$13,308,357**	**$13,308,357**	**$18,194,727**
Funding						
City Tax Levy			$1,936,034	$1,938,587	$1,938,587	$4,115,958
Federal			$8,515,223	$8,516,130	$8,516,130	$10,215,028
State			$2,851,427	$2,853,640	$2,853,640	$3,863,741
Total			**$13,302,684**	**$13,308,357**	**$13,308,357**	**$18,194,727**
Full Time Budgeted Positions			**403**	**403**	**403**	**362**

Foster Care- Direct

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$28,818,039	$14,174,516	$37,672,055	$37,680,217	$37,680,217	$5,404,047
Other than Personal Services	$15,626,061	$13,286,049	$17,110,865	$10,201,008	$4,067,494	$4,067,494
Total	**$44,444,100**	**$27,460,565**	**$54,782,920**	**$47,881,225**	**$41,747,711**	**$9,471,541**
Funding						
City Tax Levy			$11,375,949	$8,527,887	$6,244,137	$2,902,173
Federal			$29,303,241	$27,467,450	$26,149,430	$3,859,712
State			$14,103,730	$11,885,888	$9,354,144	$2,709,656
Total			**$54,782,920**	**$47,881,225**	**$41,747,711**	**$9,471,541**
Full Time Budgeted Positions			780	780	605	94

Foster Care- Independent Living and Other Programs

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$8,692,765	$10,676,784	$4,801,694	$4,866,405	$4,937,130	$8,645,827
Other than Personal Services	$3,284,812	$3,605,892	$4,814,000	$4,364,000	$4,814,000	$4,814,000
Total	**$11,977,577**	**$14,282,676**	**$9,615,694**	**$9,230,405**	**$9,751,130**	**$13,459,827**
Funding						
City Tax Levy			$2,777,382	$2,533,802	$2,915,752	$3,884,266
Federal			$3,623,828	$3,634,182	$3,609,307	$5,901,319
State			$3,214,484	$3,062,421	$3,226,071	$3,674,242
Total			**$9,615,694**	**$9,230,405**	**$9,751,130**	**$13,459,827**
Full Time Budgeted Positions			**105**	**105**	**108**	**120**

Foster Care- Out of State/ School Care

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other than Personal Services	$149,002,688	$151,913,722	$158,393,526	$152,815,016	$158,393,526	$152,815,016
Total	**$149,002,688**	**$151,913,722**	**$158,393,526**	**$152,815,016**	**$158,393,526**	**$152,815,016**
Funding						
City Tax Levy			$82,897,414	$101,185,348	$103,397,414	$101,185,348
Federal			$23,219,220	$1,310,000	$2,719,220	$1,310,000
State			$52,276,892	$50,319,668	$52,276,892	$50,319,668
Total			**$158,393,526**	**$152,815,016**	**$158,393,526**	**$152,815,016**

General Administration and Other

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$67,845,865	$65,636,800	$82,892,200	$75,387,488	$76,464,938	$72,126,358
Other than Personal Services	$72,490,504	$68,072,180	$74,081,198	$79,234,794	$77,524,069	$77,223,341
Total	**$140,336,370**	**$133,708,980**	**$156,973,398**	**$154,622,282**	**$153,989,007**	**$149,349,699**
Funding						
City Tax Levy			$50,739,663	$51,092,466	$51,542,703	$48,175,794
Federal			$57,291,997	$54,158,063	$53,696,888	$54,115,828
Other Cat			$0	$30,074		
State			$48,941,738	$49,342,771	$48,749,416	$47,058,077
Total			**$156,973,398**	**$154,623,374**	**$153,989,007**	**$149,349,699**
Full Time Budgeted Positions			**1,307**	**1,302**	**1,302**	**1,252**

Head Start

The Head Start program is a federally funded, family–centered child development program for low-income children ages 3-5, that promotes intellectual, social, emotional and physical growth in order to develop each child's potential for successful living. Head Start also offers family members opportunities and support for growth and change and is absolutely free.

Head Start offers educational programs for children ages 3 to 5, and a wide variety of opportunities and support services for their families. Head Start is one of ACS' oldest programs, begun in 1965. The agency sponsors more than 250 Head Start centers in neighborhoods throughout New York City, offering an environment where both children and parents come to learn and grow and achieve.

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$4,665,712	$4,819,991	$5,021,999	$5,047,387	$5,050,673	$5,025,722
Other than Personal Services	$192,432,024	$191,458,158	$147,638,587	$217,941,214	$147,638,587	$173,961,715
Total	**$197,097,737**	**$196,278,149**	**$152,660,586**	**$222,988,601**	**$152,689,260**	**$178,987,437**
Funding						
City Tax Levy			$2,432	$13,856	$15,335	$4,113
Federal			$152,656,139	$222,962,829	$152,660,727	$178,979,759
State			$2,015	$11,916	$13,198	$3,565
Total			**$152,660,586**	**$222,988,601**	**$152,689,260**	**$178,987,437**
Full Time Budgeted Positions			93	93	93	93

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Head Start capacity filled (%)	Efficiency	97.4%	97.7%	100.2%	
Cost per Head Start slot ($)	Unit Cost	$9,277	$8,808	$8,797	

Preventive Services- Adolescent

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other than Personal Services		$2,052,828	$18,108,333	$17,858,333	$17,608,333	$17,608,333
Total		**$2,052,828**	**$18,108,333**	**$17,858,333**	**$17,608,333**	**$17,608,333**
Funding						
City Tax Levy			$6,337,917	$6,250,417	$6,162,917	$6,162,917
State			$11,770,416	$11,607,916	$11,445,416	$11,445,416
Total			**$18,108,333**	**$17,858,333**	**$17,608,333**	**$17,608,333**

Preventive Services- Aftercare

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other than Personal Services		$15,145,180	$18,000,000	$18,000,000	$18,000,000	$18,000,000
Total		**$15,145,180**	**$18,000,000**	**$18,000,000**	**$18,000,000**	**$18,000,000**
Funding						
City Tax Levy			$6,300,000	$6,300,000	$6,300,000	$6,300,000
State			$11,700,000	$11,700,000	$11,700,000	$11,700,000
Total			**$18,000,000**	**$18,000,000**	**$18,000,000**	**$18,000,000**

Preventive Services- Contract Management

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$6,573,561	$6,711,552	$4,444,176	$4,780,311	$4,780,311	$7,554,119
Total	**$6,573,561**	**$6,711,552**	**$4,444,176**	**$4,780,311**	**$4,780,311**	**$7,554,119**
Funding						
City Tax Levy			$698,442	$821,922	$821,922	$1,896,810
Federal			$2,776,305	$2,889,559	$2,889,559	$3,951,051
State			$969,429	$1,068,830	$1,068,830	$1,706,258
Total			**$4,444,176**	**$4,780,311**	**$4,780,311**	**$7,554,119**
Full Time Budgeted Positions			77	88	88	151

Preventive Services- Family Preservation

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$10,859,519	$11,159,145	$9,397,566	$9,397,566	$9,397,566	$13,760,747
Total	**$10,859,519**	**$11,159,145**	**$9,397,566**	**$9,397,566**	**$9,397,566**	**$13,760,747**
Funding						
City Tax Levy			$1,121,496	$1,121,496	$1,121,496	$2,947,317
Federal			$6,341,891	$6,341,891	$6,341,891	$7,981,234
State			$1,934,179	$1,934,179	$1,934,179	$2,832,196
Total			**$9,397,566**	**$9,397,566**	**$9,397,566**	**$13,760,747**
Full Time Budgeted Positions			247	247	247	241

Preventive Services- Family Rehabilitation Program

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Other than Personal Services	$15,356,190	$15,024,503	$11,744,769	$15,449,833	$11,744,769	$18,047,518
Total	**$15,356,190**	**$15,024,503**	**$11,744,769**	**$15,449,833**	**$11,744,769**	**$18,047,518**
Funding						
City Tax Levy			$4,110,669	$5,407,441	$4,110,669	$4,903,327
Federal						$4,038,009
State			$7,634,100	$10,042,392	$7,634,100	$9,106,182
Total			**$11,744,769**	**$15,449,833**	**$11,744,769**	**$18,047,518**

Preventive Services- General

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$2,288,315	$2,536,565	$1,804,372	$1,807,301	$1,807,301	$2,567,329
Other than Personal Services	$95,228,271	$105,974,385	$127,837,259	$130,819,637	$103,137,259	$133,937,116
Total	**$97,516,586**	**$108,510,951**	**$129,641,631**	**$132,626,938**	**$104,944,560**	**$136,504,445**
Funding						
City Tax Levy			$50,172,448	$44,851,994	$40,748,766	$48,223,453
Federal			$12,169,506	$25,930,071	$12,169,975	$22,478,458
Intra City			$392,044	$392,044	$392,044	$392,044
Other Cat			$0	$1,020		
State			$66,907,633	$61,451,809	$51,633,775	$65,410,490
Total			**$129,641,631**	**$132,626,938**	**$104,944,560**	**$136,504,445**
Full Time Budgeted Positions			52	52	52	48

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Children receiving contract preventive services	Demand	29,451	28,781	27,181	

Preventive Services- Homemaking and Housing Subsidies

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

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$874,579	$1,398,338	$622,351	$622,351	$622,351	$1,197,435
Other than Personal Services	$26,403,934	$28,382,983	$36,654,640	$36,654,640	$36,654,640	$36,654,640
Total	**$27,278,513**	**$29,781,322**	**$37,276,991**	**$37,276,991**	**$37,276,991**	**$37,852,075**
Funding						
City Tax Levy			$9,741,829	$9,741,829	$9,741,829	$9,924,030
Federal			$16,227,812	$16,227,812	$16,227,812	$16,502,332
State			$11,307,350	$11,307,350	$11,307,350	$11,425,713
Total			**$37,276,991**	**$37,276,991**	**$37,276,991**	**$37,852,075**
Full Time Budgeted Positions			18	18	18	21

Protective Services

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

	2005 Actuals	2006 Actuals	2007 Adopted Budget	2007 Current Mod (Apr 23, 2007)	2008 Preliminary Budget	2008 Executive Budget
Spending						
Personal Services	$131,459,814	$168,133,849	$163,089,691	$201,870,712	$225,703,844	$234,874,062
Other than Personal Services	$22,381,056	$30,803,709	$27,214,420	$40,594,762	$32,958,465	$32,958,465
Total	**$153,840,870**	**$198,937,558**	**$190,304,111**	**$242,465,474**	**$258,662,309**	**$267,832,527**
Funding						
City Tax Levy			$31,481,184	$54,649,056	$62,322,992	$55,433,940
Federal			$114,358,018	$124,993,291	$127,521,301	$140,318,490
State			$44,464,909	$62,823,127	$68,818,016	$72,080,097
Total			**$190,304,111**	**$242,465,474**	**$258,662,309**	**$267,832,527**
Full Time Budgeted Positions			**3,023**	**3,531**	**3,688**	**4,140**

Performance Measures

	Type of Measure	FY 2004	FY 2005	FY 2006	FY 2007 4-Month Actual
Abuse and/or neglect reports responded to within 24 hours (%)	Service Quality	96.9%	96.4%	94.2%	
Children in completed investigations with repeat investigations within a year (%)	Outcome	18.6%	20.3%	21.4%	
Children in substantiated investigations with repeat substantiatedinvestigations within a year	Outcome	10.5%	11.7%	12.6%	