



Human Resources
Administration
Department of
Social Services

TESTIMONY

Robert Doar, Commissioner
Human Resources Administration/Department of Social Services

2014 Executive Budget Hearing

*Joint Hearing of the New York City Council
General Welfare and Finance Committees*

May 21, 2013

Good morning Chairman Recchia, Chairwoman Palma, and members of the Finance and General Welfare Committees. Thank you for the opportunity to come here today and discuss the New York City Human Resources Administration's (HRA's) 2014 Executive Budget. Joining me this morning are Ellen Levine, our agency's Chief Financial Officer, and Rosine Ferdinand, our agency's Budget Director.

This is the seventh time I have come before your committees to discuss HRA's Executive Budget. Every time I have come before you I have appreciated the seriousness with which you take on the difficult challenges which we together face. I want to thank Chairman Recchia and Chairman Palma for the leadership you have provided to your respective committees.

HRA provides assistance to more than 3 million New Yorkers - more financial assistance to more New Yorkers, especially low income and vulnerable individuals and families, than any other institution in this City. We've achieved this by remaining steadfast in our commitment to a work-first approach to social services delivery. We know that a job is the surest path out of poverty, and we have never wavered in our focus on assisting our clients to achieve that ultimate goal. Our country has faced very challenging economic conditions over these seven years, but New York City has fared far better than most. This is in part thanks to a strong labor market here, but also because this city has provided more work supports than anywhere else in the country to shore up wages for low-income families. We've done this while at the same time continuously maximizing the efficiency of our operations.

This morning I would like to not only review next year's budget but also to go over the broader fiscal challenges that continue to confront our agency and our City.

HRA is charged with the proper administration of the federal Medicaid program that annually serves nearly 3.1 million recipients (as of March 2013); the Supplemental Nutrition Assistance Program, formerly known as Food Stamps, with over 1.87 million recipients; and the Cash Assistance program with over 362,000 recipients. We also provide Child Support Enforcement services to over 409,000 families, Adult Protective Services (APS) to about 8,000 vulnerable residents a month, HIV/AIDS Services Administration (HASA) housing and support to over 32,000 individuals, and emergency shelter to more than 1,000 families every day. Although decreasing in scope as a result of the State's Medicaid Redesign, currently we still also serve 11,000 home care clients living in the community.

HRA's Overall Portfolio

Overall HRA plays a pivotal role in the expenditure of almost \$37 billion of federal, state, and city dollars. That figure consists of \$28 billion overall for Medicaid for which HRA determines eligibility according to state and federal rules (only \$6.4 billion is reflected in the HRA budget); \$3 billion in the HRA budget for Cash Assistance and other benefits and services such as the Housing Energy Assistance Program (HEAP), APS, and HASA; and \$3.5 billion of federal Supplemental Nutrition Assistance benefits paid out in New York City. All of these expenditures reflect our government's strong commitment to use taxpayer dollars to help New York's low income and vulnerable population.

Looking back to 2007, the most significant change in our spending patterns has been in Medicaid expenditures that were about \$24 billion at that time and were rising every year at an average rate of four percent. The first change resulted in a large reduction in the rate of increase in City Medicaid expenditures due to the State cap on local expenses. The slowing of the overall growth is due in large part to the efforts of Governor Cuomo's Medicaid Redesign

Team to curtail excessive spending in the program. These efforts to restrain Medicaid spending appear to have had some success. But, reducing excessive Medicaid spending in New York is a job that will take many years to complete.

The two other significant trends during this period were the dramatic increase in the food stamp caseload and the reduction of the State's historic commitment to sharing in the local administrative costs of state mandated social service programs. The Supplemental Nutrition Assistance Program in New York City went from distributing approximately \$1.4 billion in benefits in 2007 to \$3.5 billion today. Although these benefits are entirely federally funded, the State and City historically provided approximately 60 percent of the administrative funds with the federal government contributing the remainder. Unfortunately, the State's financial commitment to the program began to shift in the late 1990's and by 2009 they stopped contributing to our local administration of the program entirely. To illustrate, in 1999 the City's share of administration of the program was 20 percent and the State's was 33 percent, the balance was federal, yet by 2007 the City was contributing over 40 percent to the State's 19 percent. Today, the State contributes zero percent while the city share is 60 percent at a NYC cost of over \$200 million.

Similarly, the city share of Cash Assistance costs has gone up from 33 percent in 2007 to 46 percent today. Just two years ago, the State changed the way Cash Assistance is funded and now requires the City to pay 71 percent of the benefit costs of the Safety Net program. This is particularly worrisome in the long-term as the Safety Net costs are going up while the TANF caseload remains stable. This means we are forced to increase City funds while the State saves on Safety Net and keeps more of the TANF surplus. The Safety Net funding shift costs the City about \$189 million a year and saves the State the same amount. In addition, in 2012 the State pulled out almost all administrative support for our administration of the Child Support Enforcement program by shifting a majority of the non-federal administrative costs for the program on to local districts. I am very concerned about this trend and hope the Council shares this view. It is another example of where the State has retrenched on its support for local social services which local districts are mandated in State law to provide.

Even with these dramatic reductions in state support for our programs, HRA has been extremely effective at responsibly managing our programs through even more efficient use of our administrative resources. For example, in 2007, the Agency had a budgeted headcount of over 15,000 and spent close to \$940 million on personnel and administration. Today's 2014 Executive Budget projects spending slightly over \$1 billion and while these costs have grown by approximately 11 percent, five percent less than the rate of inflation, the rate at which they have grown is almost 60 percent less than the rate at which the benefits increased over the same period. Currently, HRA spends about \$3.11 on administration (excluding fringe benefits) for every \$100 dollars in benefits we issue. In 2007, we spent approximately \$3.53 on administration for every \$100 in benefits issued, a 12 percent reduction. Put another way, in 2007 we had about 5.3 staff for every \$10 million of benefits that we issued, whereas today we have reduced the number of staff to about 4.1 for every \$10 million of benefits.

We have used smart management, including technology advancements and business improvements, like our model offices, to reduce bureaucracy and control administrative costs. In fact, 95 percent of the HRA personnel and administrative budget is in the program areas and only five percent is in central administration. We have worked diligently over the years to find budget savings through administrative efficiencies and revenue maximization, and, by and large, have been able to minimize impacts on client services. This allows us to focus on

delivering high quality services while insuring program integrity and using taxpayer dollars wisely.

Since 2007, the City has undergone 13 rounds of Program to Eliminate Gap (PEG) exercises, with HRA savings totaling a cumulative \$2.1 billion. Our Agency's efforts have saved the City an average of \$215 million per year, and have increased dramatically over the last seven years from \$9 million in savings in fiscal year 2007 to \$307 million in recurring annual savings projected for 2014. Despite all of these fiscal pressures, we have been able to achieve these savings responsibly without layoffs and with minimal service impacts.

Overall, in the FY2014 budget plan, we have identified \$45.9 million in City Tax Levy (CTL) savings. By making upfront investments in technology and in enhancements to our integrity processes, we were able to maintain and even increase savings to \$46.5 million in 2016 and \$48.6 million in 2017. As I discussed during the March budget hearing, HRA is embarking on a multi-year initiative to further modernize and automate our client services delivery model. With the encouragement of many here at the Council, we already have an on-line application for our food stamp program as well as an on-line Medicaid renewal process. We plan to take this a step further, by creating an environment in which the vast majority of our clients will be able to apply for and recertify benefits on-line and will be able to perform many transactions using computers and telephones. The goals of this re-engineering project are to improve customer experience through the use of technology; to streamline business process and procedures; and to enhance our ability to detect, prevent and deter fraud and abuse in our programs.

2014 Executive Budget Overview

In terms of composition, the largest portion of the 2014 HRA budget is Medicaid, which at \$6.4 billion is close to 70 percent of the total budget and 85 percent of the City funds portion of it. The next largest area is Cash Assistance at \$1.3 billion, or 15 percent of the overall budget. Other programs, including work supports like employment and child support; and programs for the most vulnerable, including HASA, domestic violence, HEAP, and Adult Protective Services total another \$600 million and are 6 percent of the budget. The budget also supports a 2014 planned headcount of just over 14,000. Costs of these staff, most of whom work in programs that directly serve our clients, along with other costs that are considered "administrative," such as leases for our job and food stamp centers make up about \$1 billion, or 11 percent of the \$9.4 billion budget.

The total 2014 HRA budget is \$9.4 billion (\$7.3 billion in CTL) and \$70 million less than the 2013 projection. This is primarily because in 2013 we have \$28 million in federal emergency (FEMA) disaster funding for the services related to Hurricane Sandy; PEGS that were restored for 2013 only; and non-recurring Medicaid payments for the Central Insurance Program costs for personal care providers in 2013. HRA also has a capital budget of \$143 million in 2014.

While total spending goes down, the City share of the budget goes up by \$60 million (less than one percent) between 2013 and 2014. This is primarily because of the annual increase in the City share of Medicaid costs. While the State has capped the local contribution to the Medicaid program as mentioned earlier, our annual payments will continue to grow every year until calendar year 2015. The rest of the increase is due to the conclusion in 2013 of extra federal Medicaid reimbursement that the City got as part of President Obama's stimulus package, as well as increases in Cash Assistance costs.

This Cash Assistance increase is the only major change since the Preliminary Budget. In the Executive Plan, \$103 million (\$46 million City funds) were added to our fiscal year 2013 budget and \$112 million (\$56 million City funds) were added to the 2014 budget. These increases reflect caseloads and benefit costs that are higher than what we anticipated a year ago when the previous projections were done. While I do not believe this portends a long-term trend, I am concerned. The increase is almost exclusively among Safety Net clients, who are mostly single adults. These may be people experiencing a more challenging job market, as competition for jobs increases during the recovery; they may simply need more from us to become self-sufficient if they have a past history of incarceration or drug abuse, for example. I have challenged my staff to look more closely at this group and to find the best ways to engage them so that we continue to move more New Yorkers to work and self-sufficiency.

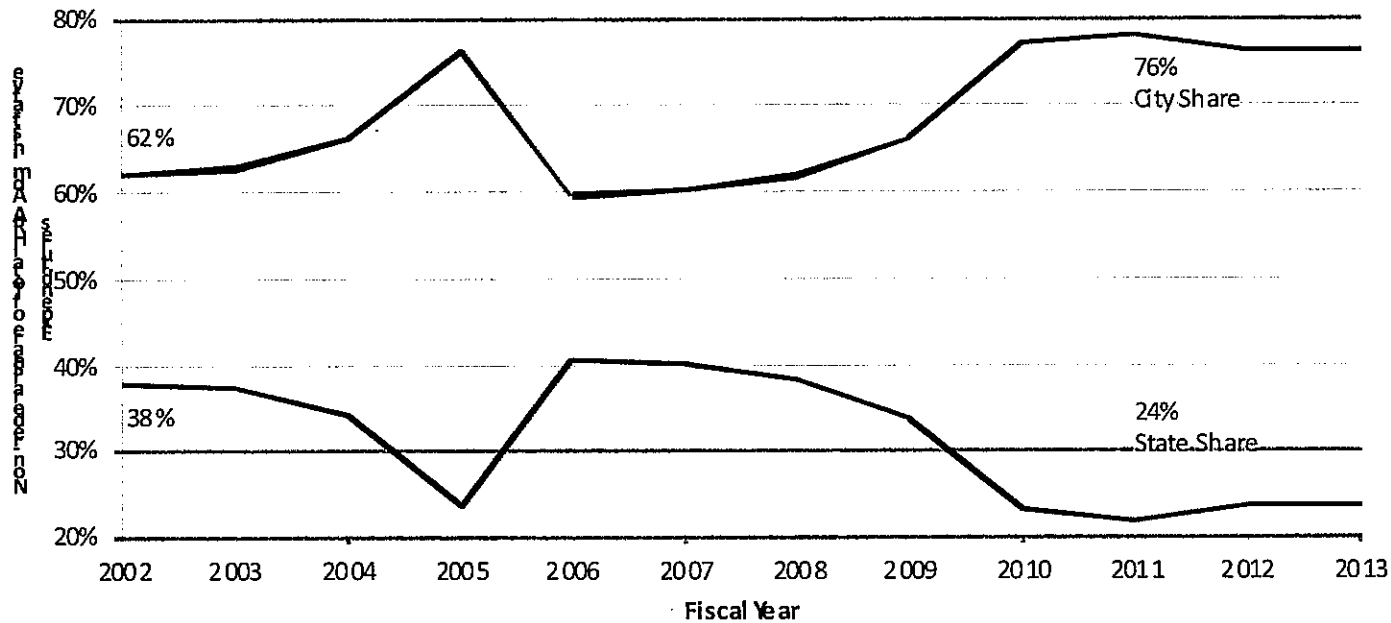
A final, key piece in our success of responsibly managing a budget of HRA's size is continually focusing on program integrity. We have now made our efforts in this area into measurable goals for the agency. Cost avoidance for fraud, waste and abuse in our Medicaid, Food Stamps, and Cash Assistance Programs are now targeted goals for our Investigation, Revenue, and Enforcement Administration. Last calendar year our efforts led to a total of \$651 million in total recoveries and cost avoidance savings and our goal for 2013 is \$678 million.

In closing, during my tenure at HRA, and during the entire Bloomberg Administration, we have faced many challenges but we have always improved our efforts to help low-income people work and live in New York City. While responsibly reducing our expenditures through thirteen cost savings exercises, we have provided work supports to a record number of New Yorkers and we have continued to help the most vulnerable; most recently during Hurricane Sandy. Our child support collections have grown by 19.4 percent since 2007 to a record level of \$740 million in 2012, thanks in part to our new efforts to proactively work with and assist non-custodial parents. Finally, we have continued our strong commitment to enhancing the integrity of our programs in order to prevent and reduce fraud, waste and abuse. We have done all this by staying focused on our mission, improving the efficiency of our operations and using our resources wisely.

In short, while there is always work to be done, I believe HRA provides more financial assistance to more New Yorkers than any other City institution, today or ever, and we do it in a way that promotes work and self-sufficiency and protects against fraud and abuse. For all of that I need to credit and thank all of the 13,800 employees who work at HRA, a few of whom are here with me today. Thank you for inviting me to testify before you today. I look forward to your questions.

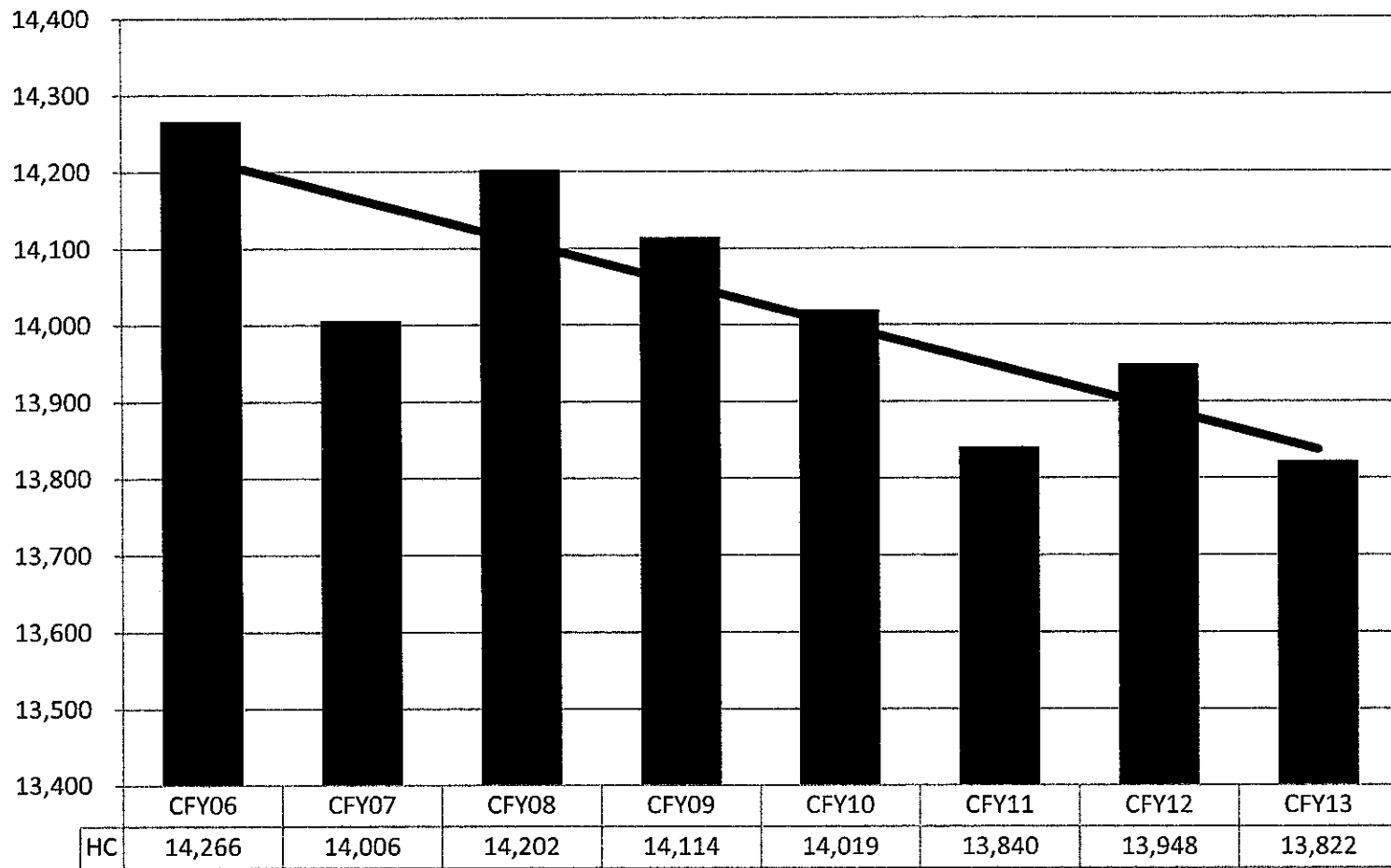
New York State Support for HRA Administration in New York City Has Fallen Further and Further Behind the City's Commitment

- ❖ In FY 2002, New York State's share of the non-federal cost of administration was 38%, and the City's share was 62%
- ❖ In FY 2013, New York State's share is 24% while the City's share is 76%
- ❖ If the State shared the cost of HRA administration equally with the City, spending on HRA administration would have cost local taxpayers \$212 million less in FY 2013



This chart includes administrative expenditures for all HRA programs including: Cash Assistance, Food Stamps, Medicaid, Employment, Child Support, HASA, AFS, and Domestic Violence.

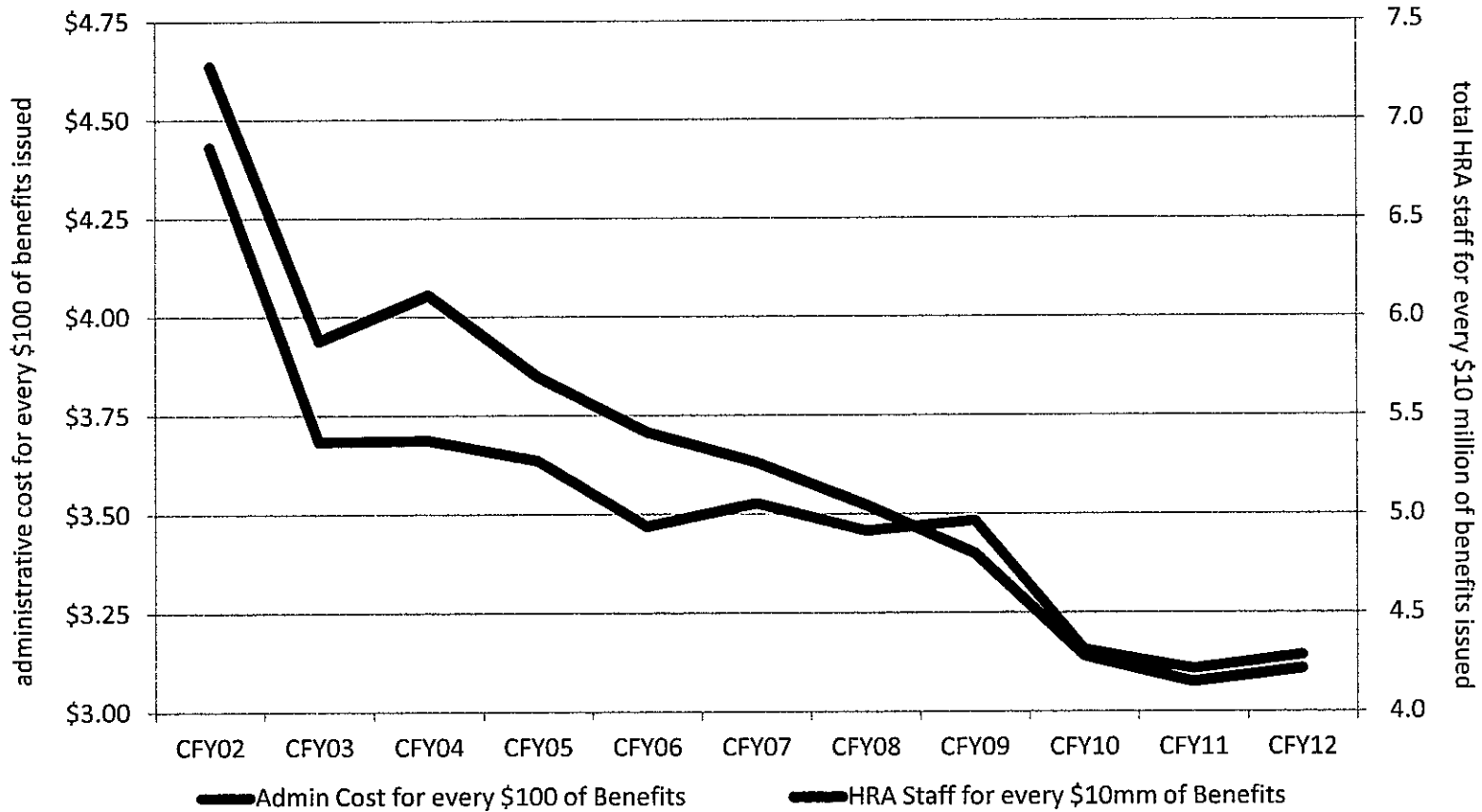
HRA Actual Headcount



Headcount decreased by 444 (or 3.1%) since end of June, 2006.

Data source: Mayor's Message actual fiscal year-end headcount (except CFY13, which shows actual HC as of May 3, 2013).

HRA Increases Administrative Efficiency



HRA spends 29% less in administrative costs and employs 42% fewer staff per dollar of benefits issued than it did in CFY2002.



Ronald E. Richter
Commissioner

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212-341-0903 tel.
212-341-0916 fax.

May 8, 2013

The Honorable Annabel Palma
New York City Council
Chair, General Welfare Committee
250 Broadway, Room 1781
New York, NY 10007

Dear Chair Palma:

I am writing in response to your follow-up letter to the Administration for Children's Services Preliminary Budget Hearing. A number of the documents you have requested have already been sent to City Council Finance, including the early care and education services, enrollment percentages and voucher information by Council District. We had been awaiting guidance on the impact of sequestration, which was released in the Mayor's Executive Budget last week and is addressed below. Thank you for your leadership and ongoing spirit of collaboration as we work to serve our city's children, youth and families.

Below please find our responses to your outstanding inquiries.

Request: How many child care providers rejected the EarlyLearn award? Please provide a list of the providers who rejected the award and their site locations.

Enclosed please find the list as requested.

Request: How many former and current employees have outstanding sick and vacation pay they are owed? How many child care sites both former and current have outstanding audits? Please send the list of providers.

Enclosed please find the list of day care audits due for FY 2012 and the three months before *EarlyLearn* that we had sent to Council Finance on March 20, 2013.

Request: What is the potential impact of the sequester reductions to the Child Care Block Grant?

New York City will sustain federal cuts impacting Head Start and Child Care activities. Our state CCBG allocation formula will dictate the amount of this reduction after the federal cut is final. We estimate that the reduction will be \$3 million for Child Care and \$9.7 million for Head Start. This is the extent of the information that we currently have but will keep the Council apprised as we learn further information.

Request: How many fewer slots will there be due to the post-transitional PEG action?

As discussed at the hearing, ACS is mandated to provide child care to individuals on public assistance. As such, there is not a finite number of public assistance voucher

“slots” because when the number of individuals eligible for public assistance increases, so do the voucher numbers. Once a family no longer qualifies for Public Assistance, they are given one year of Transitional Child Care (TCC). At the end of TCC, the family is considered a Low Income Working Family, which is not a mandated voucher category.

When any Low Income Working Family requests subsidized child care they must meet eligibility requirements. If eligible, the family can fill a vacancy at one of NYC’s contracted centers – *EarlyLearn NYC* – or if they want a voucher, they are placed on a waiting list. Previously when a Public Assistance Family completed their TCC year, they had an unfair advantage over others because they were automatically given a Low Income Voucher, which is not required under statute or regulations. ACS is now ensuring that former PA families who are finishing their year of Transitional Child Care do not jump ahead of a Low Income Working Family waiting for a voucher. We believe this process is equitable, and comports with State regulations.

Approximately 5,185 families (6,740 children) will complete TCC over the coming 12 months (March 2013 to Feb 2014). The PEG assumes most of the families and children will be accommodated via an *EarlyLearn* slot and the rest, about 70 children (54 families) per month, will go to a waiting list for Low Income Vouchers.

Request: While a large majority of families in foster care etc. are African American and Latino families, there is concern if cultural competency is being offered to other families. What plans does the ACS have for cultural and language competency? Are there specific providers that specialize in cultural trainings?

ACS has made enormous efforts in addressing cultural competency and in raising awareness of the racial disparities in our child welfare and juvenile justice systems. All child protective caseworkers go through a rigorous training course at the James Satterwhite Training Academy before taking on their regular caseload. Cultural competence is a component of that training curriculum. In a full day training at the Satterwhite Academy, child protective staff receives training on best practices in working with immigrant families to address language, culture, and immigration related issues.

ACS recognizes that we cannot serve our diverse population without communicating effectively with families who do not speak English. We are proud of our work to ensure that interpreters are provided to all families that identify a language other than English as their primary language. All child protective workers have cell phones to enable them to access interpreters, and we also use interpreters for in-person conversations. In 2012, ACS provided interpreters for more than 65,000 interactions with ACS clients. In comparison, ACS provided interpreters for only 6,600 interactions in 2005. Interpreters are contacted for child safety conferences frequently to ensure that family resources are accessed and their input is leveraged.

ACS expects our foster care and preventive agencies, as well as our Early Care and Education providers, to be able to offer services to all members of the communities we serve. A number of our providers, such as the Chinese American Planning Council, the Arab American Family Support Center and Sauti Yetu – the Center for

African Women, focus their services on specific language groups. Other preventive programs, which may serve wider communities, ensure access to interpreters so that they are able to provide services to all community members who require support.

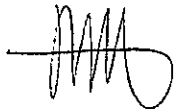
One of the ways that ACS sets expectations for our provider agencies around cultural competency is through comprehensive annual evaluations. To conduct these evaluations, we use a set of criteria called Scorecard. Both our foster care and preventive Scorecards are designed to ensure accountability to Children's Services, and to improve practice and outcomes for children and families. Both Scorecards include a cultural competency component to ensure that diligent efforts are made in a manner that meets the family's language needs. The Scorecard considers whether the families' cultural practices, beliefs, customs and ideas are raised during a child welfare investigation because a family's perspective on their decision-making and parenting style should be a factor in our safety and risk determination.

ACS has also been participating in a workgroup, organized by The Council of Family and Child Caring Agencies (COFCCA) to address the ways in which Scorecard evaluates our foster care and preventive providers in the area of cultural competence. During the past year, ACS has been meeting monthly with providers and COFCCA to closely review the evaluation tool with the ultimate goal of helping providers improve their cultural competence across their service spectrum.

We are also excited that through several of our agency-wide "Leadership Forums," we have compelled ACS managers and employees to use a racial equity lens to think critically about the work that we do by bringing provocative speakers to New York City. We have hosted University of Pennsylvania Law Professor Dorothy Roberts and Dr. Shawn Marsh, Director of the Juvenile and Family Law Department at the National Council of Juvenile and Family Court Judges, to foster discussion about issues related to how our own biases, explicit or implicit, impact our work. ACS is endeavoring to ensure that we, along with our contract provider agencies, represent and are able to respond to New York City's diverse communities. We sincerely believe that our children, youth and families will benefit from a reflective leadership, management and staff.

If you have any additional questions, please contact Jill Krauss, Director of Intergovernmental Affairs, at 212-341-2655.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Richter', with a stylized flourish at the end.

Ronald E. Richter
Commissioner

EarlyLearn Center-Based Seats - Rescinded Awards

Proposer Name	Site Name	Site Address	Original (May) Site Address	Boro	Zip
Abyssinian Development Corporation	Abyssinian Development Corp 4	179-183 West 135th Street		Manhattan	10037
All My Children Daycare and Nursery School	All My Children Daycare 9	1505 Carroll Street		Brooklyn	11213
All My Children Daycare and Nursery School	All My Children Daycare 14	94-25 57th Avenue		Queens	11373
Association to Benefit Children	ABC / Keith Harding School	318 East 116th Street		Manhattan	10029
Auxiliary Enterprise Board of NYC Technical College, Inc.	Our Childrens Center	300 Jay Street		Brooklyn	11201
BAbove Worldwide Institute, Inc.	BAbove 38	1505 Carroll street	1173 Eastern Parkway	Brooklyn	11213
BAbove Worldwide Institute, Inc.	BAbove 29	1774 58 Street		Brooklyn	11204
BAbove Worldwide Institute, Inc.	BAbove 15	41-31 58 Street		Queens	11377
Bank Street College of Education	Bank Street Head Start West	410 West 40th Street		Manhattan	10018
Brightside Academy, Inc.	Brightside Academy - Franklin	308 Franklin Ave		Brooklyn	11238
BumbleBees R Us, Inc.	Bumble Bees R Us 8	5316 New Utrecht Avenue		Brooklyn	11219
Children's Aid Society, Inc	Frederick E. Samuel Apartments	103-05 West 143rd Street		Manhattan	10037
Community Parents, Inc.	Rockaway Child Care	14-66 Beach Channel Drive		Queens	11691
Easter Seals NY	Easter Seals CDC Brooklyn	1724 Avenue P		Brooklyn	11229
Easter Seals NY	Easter Seals Bronx Child Development Center II	2433 E Tremont Ave		Bronx	10461
Grand Street Settlement, Inc.	Grand St Settlement	653 Schenck Ave		Brooklyn	11207
La Peninsula Community Organization, Inc.	Prospect (Center #3)	1137-1145 Prospect Avenue	1423 Prospect Avenue	Bronx	10459
Lehman College CCC	Lehman College Child Care Center	250 Bedford Park Blvd. West		Bronx	10468
Little Angels Head Start	Hunts Point #2	235 Cypress Avenue		Bronx	10454
Lutheran Social Services of NY	LSSMNY: Early LIFE Childrens Center 10	27 Hudson Street		Staten	10304
Lutheran Social Services of NY	LSSMNY: Early LIFE Childrens Center 5	328 East 150th Street		Bronx	10451
Ready, Set, Learn, LLC	3467 Ready, Set, Learn	3467 Third Avenue		Bronx	10456
Ready, Set, Learn, LLC	Habitot Es	3480 Third Avenue		Bronx	10456
Ready, Set, Learn, LLC	Ready Set Learn 4	72-35 51st Avenue		Queens	11377
Ready, Set, Learn, LLC	Read Set Learn 3	830 Fox Street		Bronx	10456
West Harlem community Organization, Inc.	West Harlem 2	101 West 116th Street		Manhattan	10026
Yeled V' Yalda Early Childhood Center, Inc.	Yeled V' Yalda	1649 E 13th St		Brooklyn	11229
Yeshiva Kehilath Yakov	Yeshivath Kehilath Yakov 1	206 Wilson Street		Brooklyn	11211



ACS Division of Financial Services

FISCAL YEAR 12 THRU FISCAL YEAR 13 CHILD CARE CONTRACTOR'S
CLOSEOUT PROFILE

March 2013

CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address		Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff Vacation		Number of , Accrued Vacation Days	Total Amount Owed to ACS
			Executive Director - Email Address					Budget as of 9/30/12			
259	x	1332 Fulton Avenue Day Care Center, Inc.	1332 Fulton Avenue Day Care Center, Inc. 1332 Fulton Avenue Bronx, N.Y. 10456 Mrs. Louise Burrough Se7shir@aol.com		11/20/12	Not Submitted					
287	x	196 Albany Avenue Day Care Center, Inc.	196 Albany Avenue Day Care Center, Inc. 96 Albany Avenue Brooklyn, NY 11213 Mr. Oliver Sparrow albanydr19@aol.com		Not Submitted	Not Submitted					
533		200 Central Avenue Day Care Center, Inc.	200 Central Avenue Day Care Center, Inc. 200 Central Avenue Brooklyn, NY 11221 Ms. Doris Smith dsmith1010@verizon.net		12/04/12	1/28/13	\$123,464.00	\$97,355	---	792	---
552		Action for Progress, Inc.	Action For Progress, Inc. 255 East Houston Street New York, N.Y. 10002 Ms. Julita Rosado afpdc7@yahoo.com		11/07/12	Not Submitted					
171	x	Action Nursery, Inc.	Action Nursery, Inc. 1019 46th Street Brooklyn, N.Y. 11219 Ms. Esther M. Roth actionnursery@thejnet.com		12/17/12	Not Submitted					
444		Advent Community Services Day Care Center, Inc.	Advent Community Services Day Care Center, Inc. 265 Sumpter Street Brooklyn, N.Y. 11233 Ms. Patricia Toomer advent265@aol.com		Not Submitted	Not Submitted					
222		Afro-American Parents Day Care Center, Inc.	Afro-American Parents Day Care Center, Inc. 112-06 Sutphin Boulevard Jamaica, N.Y. 11435 Ms. Beverly Campbell bev11435@yahoo.com		Not Submitted	Not Submitted					
122		Alianza Dominicana, Inc.	Alianza Dominicana, Inc. 2410 Amsterdam Avenue New York, N.Y. 10033 Ms. Maria Hernandez maria.hernandez@alianzaonline.org		Not Submitted	Not Submitted					

* Given that Contractor owes ACS funds they will not be paid for their organization's accrued staff vacation budget for the period ending 9/30/12.

CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address	Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff Vacation	Number of	Total Amount Owed to ACS	
			Executive Director - Email Address				Budget as of 9/30/12	Accrued Vacation Days		
186		Alonzo A. Daughtry Memorial Day Care Center, Inc.	Alonzo A. Daughtry Memorial Day Care Center, Inc. 333 Second Street Brooklyn, N.Y. 1121 5dr. Karen Daughtry alonzodaughtry2@yahoo.com	Not Submitted	Not Submitted					
280		Alonzo A. Daughtry Memorial Day Care Center, Inc.	Alonzo A. Daughtry Memorial Day Care Center, Inc. 333 Second Street Brooklyn, N.Y. 1121 5dr. Karen Daughtry alonzodaughtry2@yahoo.com	Not Submitted	Not Submitted					
278	x	Alpha Kappa Alpha Sorority Epsilon Pi Omega Chat Dec	Alpha Kappa Alpha Sorority Epsilon Pi Omega Chpt DCC, Inc. 144- 06 Rockaway Boulevard Jamaica, N.Y. 11436 Ms. Claudette Webb akadaycare@aol.com	01/28/13	Not Submitted					
452		American Italian Coalition Of Organizations, Inc.	American Italian Coalition of Organization Court Street Children's Center 292 Court Street Brooklyn, New York 11231 Mr. Jerry Chiappetta Jorod292@aol.com	Not Submitted	Not Submitted					
506		Amistad Early Childhood Education Center	Amistad Early Childhood Education Center 110-15 164th Place Jamaica, N.Y. 11433 Ms. Kessie F. Cheatham amistadcenter@verizon.net	11/20/12	Not Submitted					
063		Anna Lefkowitz Day Care Center, Inc.	Anna Lefkowitz Day Care Center, Inc. 690 Westchester Avenue Bronx, N.Y. 10455 Ms. Marlene Pompee alefkowitz@aol.com	Not Submitted	Not Submitted					
304		Area 145, Inc.	Area 145, Inc. 510 West 145th Street New York, N.Y. 10031 Ms. Severina Dominguez area145daycare@hotmail.com	11/05/12	12/24/12	560,734.00	\$73,345	---	568	---
220		As the Twig Is Bent Children's Center, Inc.	As The Twig Is Bent Children's Center, Inc. 355 East 183rd Street #2f Bronx, N.Y. 10458 Ms. Debora Evcrett dreverettjones@aol.com	Not Submitted	Not Submitted					

* Given that Contractor owes ACS funds they will not be paid for their organization's accrued staff vacation budget for the period ending 9/30/12.

CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address		Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff Vacation		Number of Acrued	Total Amount Owed to ACS
			Executive Director - Email Address					Budget as of 9/30/12	Vacation Days		
474	x	Association to Benefit Children	Association To Benefit Children, 419 East 86th Street New York, N.Y. 10028 Ms. Gretchen Buchenholz gbuchenholz@a-b-c.org		Not Submitted	Not Submitted					
474 EN	x	Association to Benefit Children	Association To Benefit Children, 419 East 86th Street New York, N.Y. 10028 Ms. Gretchen Buchenholz gbuchenholz@a-b-c.org		Not Submitted	Not Submitted					
432	x	Bathgate Community CCC/Labor Bathgate Community	Labor Bathgate Community Child Care Board 1638 Anthony Avenue Bronx, N.Y. 10457 Ms. Velma Ackerman laborbathgate@yahoo.com		01/04/13	Not Submitted					
257		Bedford Harrison Day Care Center, Inc.	Bedford Harrison Day Care Center, Inc. 60 Harrison Avenue Brooklyn, N.Y. 11211 Ms. Lea Eigner miraiminny@yahoo.com		02/19/13	Not Submitted					
196	x	Bellevue-Educare Day Care Center, Inc.	Bellevue Day Care Center, Inc. 462 First Avenue New York, N.Y. 10016 Ms. Sarah J. Maldonado bellevue_educareccc@yahoo.com		Not Submitted	Not Submitted					
221	x	Belmont Community Day Care Center, Inc.	Belmont Community Day Care Center, Inc. 2340 Cambreleng Avenue Bronx, N.Y. 10458 Ms. Mariangela Cavagna bcdcc@verizon.net		12/17/12	Not Submitted					
502		Betances Early Childhood Development Center	Betances Early Childhood Development Center 528 East 146th Street Bronx, N.Y. 10455 Ms. Arlene Edwards-Hammond Becdc1@aol.com		01/10/13	Not Submitted					
407		Beth Jacob Day Care Center, Inc.	Beth Jacob Day Care Center, Inc. 1363 46th Street Brooklyn, N.Y. 11219 Ms. Miriam Berg bjdcc@hotmail.com		Not Submitted	Not Submitted					
011		Bethany Day Nursery, Inc.	Bethany Day Nursery, Inc. 224 W. 152nd Street New York, N.Y. 10039 Mr. Sanny M. Nernis mwchildrensctr48@netscape.com		01/16/13	01/16/13	\$64,010.00	\$62,202	---	426	---

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address		Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff Vacation		Number of Accrued Vacation Days	Total Amount Owed to ACS
			Executive Director - Email Address					Budget as of 9/30/12			
253		Bethel Baptist Day Care Center, Inc.	Bethel Baptist Day Care 242 Hoyt Street Brooklyn, N. Y. 11217		Not Submitted	Not Submitted					
311		Bethel Mission Station Church	Bethel Mission Station Church 106- 15 154th Street Jamaica, N.Y. 11433 Ms. Arlene Cauley srwdccfarrock@yahoo.com		11/05/12	01/02/13	\$119,579.00	\$82,777	---	290	---
703		Bethel Mission Station Church	Bethel Mission Station Church 106-15 154th Street Jamaica, N.Y. 11433 Ms. Arlene Cauley srwdccfarrock@yahoo.com		11/05/12	01/02/13					
154		Bethesda Day Care Center of Brooklyn, Inc.	Bethesda Day Care Center Of Brooklyn, Inc. 319 Stanhope Street Brooklyn, N.Y. 11237 Mr. Ronald J. Mandile ron-mandile@juno.com		12/17/12	Not Submitted					
496		Big Five Block Association, Inc.	Big Five Block Association, Inc. 995 Carroll Street Brooklyn, N.Y. 11225 Ms. June Brewster-Rogers 5blockdc@optimum.net		Not Submitted	Not Submitted					
235		Billy Martin Child Development Day Care Center, Inc.	Billy Martin Child Development Day Care Center, Inc. 333 Classon Avenue Brooklyn, N.Y. 11205 Ms. Denise M. Rivera billymartin333@yahoo.com		Not Submitted	Not Submitted					
460	x	Blanche Community Progress Day Care Center, Inc.	Blanche Community Progress Day Care Center, Inc. Far Rockaway, N.Y. 11691 Ms. Florence Williams blanche44@verizon.net		Not Submitted	Not Submitted					
553		BMCC Early Childhood Center Inc.	BMCC Early Childhood Center Inc. 199 Chambers Street New York, N.Y. 10007 Ms. Cecilia Scott-Croff cscottcroff@bmcc.cuny.edu		Not Submitted	Not Submitted					
646	x	Bnos Zion of Bobov, Inc./Zion Day Care Center	Bnos Zion of Bobov, Inc. 5000 14th Avenue Brooklyn, N.Y. 11219 Ms. Bluma Mermelstein zion daycare@theisnet.com		12/14/12	Not Submitted					

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

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			Executive Director - Email Address					Budget as of 9/30/12			
182		Boulevard Nursery School, Inc.	Boulevard Nursery School, Inc. 2150 Linden Boulevard Brooklyn, N.Y. 11207 Ms. Coralie Hook boulevard.nursery@verizon.net		10/22/12	Not Submitted					
065	x	Boys Harbor, Inc.	Boys And Girls Harbor Inc. One East 104th Street New York, N.Y. 10029 Dr. Thomas Howard, Jr. thoward@theharbor.org		Not Submitted	Not Submitted					
612-EX	x	Bronxworks, Inc./ Citizen's Advice Bureau	Bronxworks, Inc. 60 East Tremont Avenue Bronx, N.Y. 10453 Ms. Carolyn McLaughlin cmclaughlin@bronxworks.org		Not Submitted	Not Submitted					
313	x	Bronx Help Day Care Center/ H.E.L.P Day Care Corpor	H.E.L.P. Day Care Corporation 5 Hanover Square 17th Fl. New York, N.Y. 10004 Ms. Axa Larriuz-Moe almoe@helpusa.org		Not Submitted	Not Submitted					
313-EX	x	Bronx Help Day Care Center/ H.E.L.P Day Care Corpor	H.E.L.P. Day Care Corporation 5 Hanover Square 17th Fl. New York, N.Y. 10004 Ms. Axa Larriuz-Moe almoe@helpusa.org		Not Submitted	Not Submitted					
219		Bronxdale Tenants League Day Care Center, Inc.	Bronxdale Tenants League Day Care Center, Inc. 1211 Croes Avenue Bronx, N.Y. 10472 Ms. Janie Newkirk janienewkirk@verizon.net		Not Submitted	Not Submitted					
219-EX	x	Bronxdale Tenants League Day Care Center, Inc.	Bronxdale Tenants League Day Care Center, Inc. 1211 Croes Avenue Bronx, N.Y. 10472 Ms. Janie Newkirk janienewkirk@verizon.net		Not Submitted	Not Submitted					
109	x	Brooklyn Bureau of Community Service	Brooklyn Bureau Of Community Service 285 Schermerhorn Street Brooklyn, N.Y. 11217 Mr. Alan D. Goodman Bnewmark@weareBCS.org		Not Submitted	Not Submitted					

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

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			Executive Director - Email Address				Budget as of 9/30/12	Accrued Vacation Days	
605-EX	x	Brooklyn Chinese American Association	Brooklyn Chinese American Association 5000 8th Avenue Brooklyn, N.Y. 11220 Ms. Paul P. Mak bca@bca.net	Not Submitted	Not Submitted				
436	x	Brooklyn Development Center Early Childhood Services, Inc.	Brooklyn Development Center Early Childhood Services, Inc. 888 Fountain Avenue Brooklyn, N.Y. 11208 Ms. Michelle Swann shayswann@aol.com	Not Submitted	Not Submitted				
003	x	Brooklyn Kindergarten Society, Inc.	Brooklyn Kindergarten Society, Inc. 57 Willoughby Street, 4th Floor Brooklyn, N.Y. 11201 Mr. James Matison jmatison@bkny.org	Not Submitted	Not Submitted				
459		Brownstone School & Day Care Center, Inc.	Brownstone School 128 West 80 Street New York, NY 10024 brownstoneschool.org	Not Submitted	Not Submitted				
004	x	Builders for the Fam. & Youth of the Diocese of Bklyn, Inc.	Catholic Charities Neighborhood Services, Inc. 191 Joralemon Street Brooklyn, N.Y. 11201 Mr. Ted Taberski ttaberski@ccbq.org	Not Submitted	Not Submitted				
144	x	Builders for the Fam. & Youth of the Diocese of Bklyn, Inc.	Catholic Charities Neighborhood Services, Inc. 191 Joralemon Street Brooklyn, N.Y. 11201 Mr. Ted Taberski ttaberski@ccbq.org	Not Submitted	Not Submitted				
165	x	Bushwick Community Action Association, Inc.	Bushwick Community Action Association, Inc. 272 Moffat Street Brooklyn, N.Y. 11207 Ms. Julie Dent audreyjo272@aol.com	01/28/13	Not Submitted				
251	x	Bushwick Improvement Society, Inc.	Bushwick Improvement Society, Inc. 600 Hart Street Brooklyn, N.Y. 11221 Ms. Irma Varner horgreene6@aol.com	12/03/12	Not Submitted				

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			Executive Director - Email Address					Budget as of 9/30/12	Vacation		
203	x	Bushwick United Housing	Bushwick United Housing Development Fund Corporation, Inc. 136 Stanhope Street Brooklyn, 11206 Mr. Jose R. Gonzalez bushunited@aol.com		01/04/13	Not Submitted					
920	x	Cardinal Mc Closkey Children's & Family Services, Inc.	Cardinal McCloskey School And Home For Children, Inc. 2 Holland Ave. White Plains, N.Y. 10603 Ms. Beth Finnerty bfinnerty@cms46.org		Not Submitted	Not Submitted					
920-EX	x	Cardinal Mc Closkey Children's & Family Services, Inc.	Cardinal McCloskey School And Home For Children, Inc. 2 Holland Ave. White Plains, N.Y. 10603 Ms. Beth Finnerty bfinnerty@cms46.org		Not Submitted	Not Submitted					
924-EX		Career Bridge FDC Network	Career Bridge FDC Network 1854 Amsterdam Ave. New York, N.Y. 10031 Ms. Leonidas Valenzuela careerbridgefdc@yahoo.com		Not Submitted	Not Submitted					
965		Catholic Guardian Society And Home Bureau	Catholic Guardian Society And Home Bureau 1011 First Ave., 10th Floor York, N.Y. 10022 Mr. John J Frein jfrein@cgshb.org		01/28/13	Not Submitted					
965-EX		Catholic Guardian Society And Home Bureau	Catholic Guardian Society And Home Bureau 1011 First Ave., 10th Floor New York, N.Y. 10022 Mr. John J Frein jfrein@cgshb.org		01/28/13	Not Submitted					
531		Center for the Elimination of Violence In the Family, Inc	Center For The Elimination Of Violence In The Family, Inc. 25 Chapel Street Brooklyn, N.Y. 11201 Ms. Judith Kahan jkahan@centeragainstdv.org		01/28/13	Not Submitted					
464		Centro Civico y Cultural Aguadillano, Inc./ Aguadilla DC	Centro Civico Y Cultural Aguadillano, Inc. 656 Willoughby Avenue Brooklyn, N.Y. 11206 Ms. Eva Martin		11/07/12	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
309		Chinese-American Planning Council, Inc.	Chinese American Planning Council, Inc. 150 Elizabeth Street New York, N.Y. 10012 Mr. David Chen dschen@cpc-nyc.org		12/03/12	Not Submitted					
594	x	Children's Aid Society, Inc.	Children's Aid Society, The 105 East 22nd Street #914 New York, N.Y. 10010 Mr. Richard Buery rbuery@childrensaidsociety.org		Not Submitted	Not Submitted					
023	x	Citizens Care Day Care Center, Inc.	Citizens Care Day Care Center, Inc. 146 St. Nicholas Ave New York, N.Y. 10026 Mr. Wade Williams citizenscarodc@yahoo.com		09/12/12	12/28/12	\$192,863.00	\$241,385	---	2,246	---
024	x	Claremont Neighborhood Centers, Inc.	Claremont Neighborhood Center, Inc. 489 East 169th Street Bronx, N.Y. 10456 Mr. Abraham Jones ajones@claremontcenter.org		Not Submitted	Not Submitted					
437	x	Clifford Glover Day Care Center, Inc.	Clifford Glover Day Care Center, Inc. 165-15 Archer Avenue Jamaica, N.Y. 11433 Ms. Magaly Mentor mentorstarlight@verizon.net		Not Submitted	Not Submitted					
524		Coalition for Human Housing, Inc.	Coalition For Human Housing, Inc. 60 Essex Street New York, N.Y. 10002 Ms. Raquel Cosme chhdcc@aol.com		11/20/12	01/11/13	\$35,141.00	\$42,727	---	357	---
195		College Community Child Care Center	College Community Child Care Center 2804-6 Glenwood Road Brooklyn, N.Y. 11210 Ms. Cassandra Boston collegcommunity@yahoo.com		11/30/12	Not Submitted					
061		Colony-South Brooklyn Houses, Inc.	Colony-South Brooklyn Houses, Inc. 297 Dean Street Brooklyn, N.Y. 11217 Mr. Balaguru Cacarla colonyhouses1@aol.com		Not Submitted	Not Submitted					
529		Colony-South Brooklyn Houses, Inc.	Colony-South Brooklyn Houses, Inc. 297 Dean Street Brooklyn, N.Y. 11217 Mr. Balaguru Cacarla colonyhouses1@aol.com		Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
706		Colony-South Brooklyn Houses, Inc.	Colony-South Brooklyn Houses, Inc. 297 Dean Street Brooklyn, N.Y. 11217 Mr. Balaguru Cacarla colonyhouses1@aol.com	Not Submitted	Not Submitted					
923-EX		Committee for Hispanic Children & Families	Committee For Hispanic Children & Families 110 William St. Su-1802 New York, N.Y. 10038 Ms. Elba Montalvo emontalvo@chcfinc.org	Not Submitted	Not Submitted					
223		Community And Parents For Child Welfare, Inc *	* 243 South 2nd Street Brooklyn, N.Y. 11211 Ms. Kathleen Molloy kymolloy219@aol.com	11/13/12	2/6/2013	\$0	---	\$65,084	422	\$85,104.00
418		Community Roundtable of Bushwick, Inc.	Community Roundtable Of Bushwick, Inc. 1175 Gates Avenue Brooklyn, N.Y. 11221 Ms. Doris Gumbs dgumbs@rtccc.org	01/04/13	01/04/13	\$58,775.00	\$54,847	---	541	---
294		Concerned Parents of Jamaica	Concerned Parents Of Jamaica 143-04 101st Avenue Jamaica, N.Y. 11435 Ms. Sheila Chandler SChandler852003@yahoo.com	01/07/13	Not Submitted					
417		Concourse Day Care Center, Inc.	Concourse Day Care Center, Inc. 100-120 East Mt. Eden Ave Bronx, N.Y. 10452 Ms. Debra F. Ayala concoursedcc@aol.com	11/28/12	Not Submitted					
227		Concourse House HDFC, Inc.	Concourse House HDFC, Inc. 2751 Grand Concourse Bronx, N.Y. 10468 Ms. Manuela Schaudt MSchaudt@fbhcnr.org	Not Submitted	Not Submitted					
227-EX		Concourse House HDFC, Inc.	Concourse House HDFC, Inc. 2751 Grand Concourse Bronx, N.Y. 10468 Ms. Manuela Schaudt MSchaudt@fbhcnr.org	Not Submitted	Not Submitted					
544		Coney Island Community Day Care Center, Inc.	Coney Island Community Day Care Center, Inc. 2960 West 27th Street Brooklyn, N.Y. 11224 Ms. Rosalyn Jones cicommdcc@aol.com	Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
519		Conselyea Street Block Association, Inc.	Conselyea Street Block Association, Inc. 211 Ainslie Street Brooklyn, N.Y. 11211 Ms. Agnes Digruccio diano66@hotmail.com		02/07/13	02/07/13	\$61,221.00	\$67,794	---	749	---
031	x	Cornerstone Day Care Center, Inc.	Cornerstone Day Care Center, Inc. 574 Madison Street Brooklyn, N.Y. 11221 Mr. Alonzo Best cornerstonedcc@aol.com		11/30/12	Not Submitted					
178		Crawford Community Early Learning Center Inc.	Crawford Community Early Learning Center 70 East 219th Street Bronx, N.Y. 10467 Ms. Pennilope Brijtall penibrijtall@aol.com		Not Submitted	Not Submitted					
231	x	Cypress Hills Child Care Corporation	Cypress Hills Child Care Corporation 3295 Fulton Street Brooklyn, N.Y. 11208 Ms. Maria Contreras-Collier marlac@cypresshills.org		01/02/13	Not Submitted					
312		East Brooklyn Day Care Center, Inc.	East Brooklyn Day Care Center, Inc. 1349 50th Street Brooklyn, N.Y. 11219 Mr. Sholem Silberman tashbar1349@gmail.com		Not Submitted	Not Submitted					
033	x	East Calvary Nursery, Inc.	East Calvary Day Care Center, Inc. 1 West 112th Street New York, N.Y. 10026 Mr. George Penaherrar eastcalvarynursery@yahoo.com		Not Submitted	Not Submitted					
282		East Elmhurst Day Care Center, Inc.	East Elmhurst Day Care Center, Inc. 29-49 Gillmore Street East Elmhurst, N.Y. 11369 Ms. Marie H. Fadoul jhscce@aol.com		12/17/12	Not Submitted					
034	x	East Harlem Block Nursery, Inc.	East Harlem Block Nursery, Inc. 215 East 106th Street New York, N.Y. 10029 Ms. Ajeenah Brown ehbn@ymail.com		12/27/12	Not Submitted					
906	x	East Harlem Council for Human Services, Inc.	East Harlem Council For Human Services, Inc. 2253 3rd Avenue 3rd Fl New York, N.Y. 10035 Ms. Elizabeth Sanchez Esanchez@boriken.org		Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
907		East New York Family Day Care Processing Center, Inc.	East New York Family Day Care Processing Center, Inc. 565 Livonia Ave Brooklyn, N.Y. 11207 Ms. Almarie Mccoy ENYFamilyDCC@aol.com		Not Submitted	Not Submitted					
068		East River Children's Center Committee, Inc.	East River Children's Center Committee, Inc. 416 East 105th Street New York, N.Y. 10029 Ms. Muriel Mapp m_mapp@verizon.net		Not Submitted	Not Submitted					
005	x	East Tremont Child Care And Development Center, Inc.	East Tremont Child Care And Development Center, Inc. 1811 Crotona Avenue Bronx, N.Y. 10457 Ms. Clara Freeman etccdc@aol.com		01/10/13	Not Submitted					
216	x	Educational Alliance, Inc.	The Educational Alliance, Inc. 197 East Broadway New York, N.Y. 10002 Ms. Robin Bernstein robin_bernstein@edalliance.org		Not Submitted	Not Submitted					
155		Emmanuel Day Care Corporation*	Emmanuel Day Care Corporation * 737 East 6th Street New York, N.Y. 10009 Ms. Patricia Butler info.edc@verizon.net		12/03/12	12/10/12	\$0.00	—	\$44,012	365	\$83,879.00
528		Faculty-Student Assoc. /Auxilliary Enterprise Bd. of NYC	Auxiliary Enterprise Board Of N.Y.C Technical College, Inc. 300 Jay Street G-309 Brooklyn, N.Y. 11201 Ms. Wendy Woods wwoods@citytech.cuny.edu		Not Submitted	Not Submitted					
145		Faith Hope & Charity Community Service Day Care Ctr., Inc	Faith Hope & Charity Community Service Day Care Ctr., Inc 370 New Lots Avenue Brooklyn, N.Y. 11207 Mr. Gregory Martin gregboldengregmartin@yahoo.com		Not Submitted	Not Submitted					
701		Faith Hope & Charity Community Service Day Care Ctr.	Faith Hope & Charity Community Service Day Care Ctr., Inc 370 New Lots Avenue Brooklyn, N.Y. 11207 Mr. Gregory Martin gregboldengregmartin@yahoo.com		Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
379		Farragut Day Care Center, Inc.	Farragut Day Care Center 104 Gold Street Brooklyn, N.Y. 11201		Not Submitted	Not Submitted					
374		Fennell Day Care Center, Inc.	Fennell Day Care Center, Inc. 175 Moore Street Brooklyn, N.Y. 11206 Ms. Gloria Buenaventura globuen@yahoo.com		Not Submitted	Not Submitted					
316		Flatbush Action Board of Directors	Flatbush Action Board Of Directors 525 Parkside Avenue Brooklyn, N.Y. 11226 Ms. Olive O. Cosbert flatbushchildcare@yahoo.com		11/20/12	Not Submitted					
041	x	Flushing Day Care Center, Inc.	Flushing Day Care Center, Inc. 36-06 Prince Street Flushing, N.Y. 11354 Ms. Esperanza S. Eclipse mlkdcc@hotmail.com		11/07/12	01/17/13	\$28,550.00	\$37,551	---	293	---
922-EX	x	Fordham Bedford Children's Services, Inc	Fordham Bedford Childrens Services, Inc 2715 Bainbridge Avenue Bronx, N.Y. 10458 Mr. John Garcia jgarcia@fbcnet.org		Not Submitted	Not Submitted					
447		Fort Greene Senior Citizens Council, Inc.	Fort Greene Council, Inc. 966 Fulton Street Brooklyn, N.Y. 11238 Ms. Claudette Macey cmacey@fortgreencouncil.org		Not Submitted	Not Submitted					
457	x	Friends of Crown Heights Educational Centers, Inc.	Friends Of Crown Heights Educational Centers, Inc. 36 Ford Street Brooklyn, N.Y. 11213 Mr. Vaughan P. A. Toney tony@foch.biz		12/26/12	Not Submitted					
457-EX	x	Friends of Crown Heights Educational Centers, Inc.	Friends Of Crown Heights Educational Centers, Inc. 36 Ford Street Brooklyn, N.Y. 11213 Mr. Vaughan P. A. Toney tony@foch.biz		12/26/12	Not Submitted					
442		Gan Day Care Center, Inc.	Gan Day Care Center, Inc. 4206-10 15th Avenue Brooklyn, N.Y. 11219 Mr. Josef Deutsch gandaycare@verizon.net		Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
264		George C. Conliffe Child Care Center Inc.*	George C. Conliffe Child Care Center Inc. * 1435 Prospect Place Brooklyn, N.Y. 11213 Ms. Mary Talley georgecccc@aol.com		12/28/12	12/28/12	\$0.00	--	\$76,204	616	\$81,017.00
336		Grace Pre-School Day Care Center, Inc.	Grace Pre-School Day Care Center, Inc. 525 Parkside Avenue Brooklyn, N.Y. 11226 Ms. Lisa Morris lmorris@brooklynpubliclibrary.org		Not Submitted	Not Submitted					
213		Graham Windham, Inc.	Graham Windham Inc. 33 Irving Place New York, N.Y. 10003 Mr. Poul Jensen jensenp@graham-windham.org		Not Submitted	Not Submitted					
166	x	Greater Flushing Community Council, Inc.	Greater Flushing Community Council, Inc. 37-22 Union Street Flushing/Queens, N.Y. 11354 Ms. Thanh Kim Huynh huynh357@aol.com		12/17/12	Not Submitted					
045	x	Goddard Riverside Community Center, Inc.	Goddard Riverside Community Center 593 Columbus Avenue New York, N.Y. 10024 Mr. Stephan Russo srusso@goddard.org		Not Submitted	Not Submitted					
046	x	Grand Street Settlement, Inc.	Grand Street Settlement, Inc. 80 Pitt Street New York, N.Y. 10002 Ms. Margarita Rosa mrosa@grandstreet.org		Not Submitted	Not Submitted					
308		Haitian-American Day Care Center, Inc.	Haitian-American Day Care Center, Inc. 1491 Bedford Avenue Brooklyn, N.Y. 11216 Ms. Frances Hannah hadcc3@verizon.net		Not Submitted	Not Submitted					
049	x	Hamilton-Madison House, Inc.	Hamilton-Madison House, Inc. 50 Madison Street New York, N.Y. 10038 Mr. Mark Handelman markhandelman@hmhonline.org		Not Submitted	Not Submitted					
049-EX	x	Hamilton-Madison House, Inc.	Hamilton-Madison House, Inc. 50 Madison Street New York, N.Y. 10038 Mr. Mark Handelman markhandelman@hmhonline.org		Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
367		Hallet Cove Child Development Center, Inc.	Hallet Cove Child Development Center, Inc. 2-08 Astoria Boulevard Long Island City, N.Y. 11102 Mr. Darnell Laws hccdc@yahoo.com		10/05/12	12/24/12	\$23,068.00	\$38,406	---	360	---
913		Hartley House, Inc.	Hartley House, Inc. 413 West 46th Street New York, N.Y. 10036 Ms. Nicole L. Cicogna nicole@hartleyhouse.org		02/19/13	Not Submitted					
344	x	Hawthorne Corners Day Care Center, Inc.	Hawthorne Corners Day Care Center, Inc. 1950 Bedford Avenue Brooklyn, N.Y. 11225 Ms. Shelia M. Foster-Golding cornersdcc@verizon.net		11/20/12	Not Submitted					
190	x	Herbert G. Birch Services, Inc./Birch Family Services	Birch Family Services (Herbert G. Birch Services Inc.) 104 West 29th Street New York, N.Y. 10001 Mr. Gerald F. Maurer marjory.antoine@birchfamilyservices.org		Not Submitted	Not Submitted					
498		Hebrew Institute For The Deaf & Exceptional Children.	Hebrew Institute For The Deaf & Exceptional Children, Inc. 1401 Avenue I Brooklyn, N.Y. 11230 Mr. Noah Z. Brickman sihidec@verizon.net		12/17/12	02/26/13					
592	x	Hebrew Kindergarten & Infants Home, Inc.	Hebrew Kindergarten & Infants Home, Inc. 310 Beach 20th Street Far Rockaway, N.Y. 11691 Ms. Valerie Boosin valboosin@msn.com		Not Submitted	Not Submitted					
050	x	Henry Street Settlement, Inc.	Henry Street Settlement, Inc. 265 Henry Street New York, N.Y. 10002 Mr. David Garza dgarza@henrystreet.org		Not Submitted	Not Submitted					
217	x	Highbridge Advisory Council	Highbridge Advisory Council Family Services, Inc. 880 River Avenue, 2nd Fl. Bronx, N.Y. 10452 Mr. James Nathaniel hacceo1@aol.com		Not Submitted	Not Submitted					

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			Executive Director - Email Address					Budget as of 9/30/12			
589	x	Homes for the Homeless, Inc.	Homes For The Homeless, Inc. 50 Cooper Square 4th Floor New York, N.Y. 10003 Ms. Aurora Zepeda azepeda@hfhN.Y.c .org		11/30/12	02/04/13	\$75,486.00	\$8,563	---	55	---
052	x	Hudson Guild CCC	The Hudson Guild, Inc 441 West 26th Street New York, New York 10001 Mr. Ken Jockers hudsonguild.org		Not Submitted	Not Submitted					
909		Hunts Point Multi-Service Center, Inc.	Hunts Point Multi-Service Center, Inc. 754 E. 151st Street Bronx, N.Y. 10455 Mr. Manuel A. Rosa marosa@worldnet.att.net		Not Submitted	Not Submitted					
215		Hunts Point Multi-Service Program Center, Inc.	Hunts Point Multi-Service Center, Inc. 754 E. 151st Street Bronx, N.Y. 10455 Mr. Manuel A. Rosa marosa@worldnet.att.net		Not Submitted	Not Submitted					
055		Jamaica Child Care Center/Myrtle P.Jarmon CCC	Jamaica Child Care Center, Inc. 116-55 Guy Brewer Blvd. Jamaica, N.Y. 11434 Ms. Lisa Martello-Lopez		12/26/12	Not Submitted					
057		Jamaica Day Nursery, Inc.	Jamaica Day Nursery Inc. 108-17 159th Street Queens, N.Y. 11433		Not Submitted	Not Submitted					
059		Jamaica NAACP Day Care Center, Inc.	Jamaica NAACP Day Care Center, Inc. 189-26 Linden Boulevard St Albans, N.Y. 11412 Ms. Jamel Coleman		Not Submitted	Not Submitted					
454		James L. Varick Community Center, Inc.	James L. Varick Community Center, Inc. 151-7 West 136th Street New York, N.Y. 10030 Ms. Ruby D. Archie rdarchie53@yahoo.com		Not Submitted	Not Submitted					
954		Jewish Child Care Association of New York	Jewish Child Care Assoc. Inc. 120 Wall Street New York, N.Y. 10005 Mr. Richard Altman altmanr@jccany.org		Not Submitted	Not Submitted					
954-EX		Jewish Child Care Association of New York	Jewish Child Care Assoc. Inc. 120 Wall Street New York, N.Y. 10005 Mr. Richard Altman altmanr@jccany.org		Not Submitted	Not Submitted					

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

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							Budget as of 9/30/12			
262		John Edward Bruce Day Care Center, Inc.	John Edward Bruce Day Care Center, Inc. 196 Albany Avenue Brooklyn, N.Y. 11213 Ms. Guerdy Oxilus jebbodie@verizon.net	01/28/13	Not Submitted					
613-EX		Kids Etcetera Day Care Center	Kids Etcetera Day Care Center, Inc. 1331-1333 Flatbush Avenue Brooklyn, N.Y. 11226 Ms. Jasmin Hoyt kidetc207@aol.com	Not Submitted	Not Submitted					
614-EX	x	Kingsbridge Heights Community Center	Kingsbridge Heights Community Center, The 3101 Kingsbridge Terrace Bronx, N.Y. 10463 Ms. Giselle Melendez-Susca gsusca@khcc-nyc.org	Not Submitted	Not Submitted					
260		La Hermosa Day Care Center Inc.	Dawning Village, Inc. 2090 1st Avenue New York, N.Y. 10029 Ms. Cynthia Herzegovitch cherzegovitch@doe.org	12/27/12	Not Submitted					
507		Laurelton Springfield Community Day Care, Inc.	Laurelton Springfield Community Day Care, Inc. 216-02 137th Avenue Springfield Gardens, N.Y. 11413 Ms. Patricia Addison lscdcc@hotmail.com	Not Submitted	Not Submitted					
094	x	Leake & Watts Children's Home, Inc.	Leake And Watts Services, Inc. 463 Hawthorne Avenue Yonkers, N.Y. 10705 Mr. Alan Mucatel amucatel@leakeandwatts.org	Not Submitted	Not Submitted					
247	x	League For Better Community Life, Inc.	League For Better Community Life, Inc. 34-10 108th Street Corona, N.Y. 11368 Ms. Janice M. Scurry bcldaycare@verizon.net	Not Submitted	Not Submitted					
387		Learner's Haven Day Care Center, Inc.	Learner's Haven DCC, Inc. 432 Rutland Road Brooklyn, N.Y. 11203	Not Submitted	Not Submitted					
310	x	Lenox Hill Neighborhood House, Inc.	Lenox Hill Neighborhood House, Inc. 331 East 70 Street New York, N.Y. 10021 Mr. Warren B. Scharf wscharf@lenoxhill.org	Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
059	x	Lexington Children Center, Inc.	Lexington Children Center, Inc. 115 East 98th Street New York, N.Y. 10029 Ms. Rosa Gillice	11/07/12	11/27/12	\$51,393.00	\$66,664	---	609	---
119	x	Lincoln Square Neighborhood Center, Inc.	Lincoln Square Neighborhood Center, Inc. 250 West 65th Street New York, N.Y. 10023 Ms. Melanie Schmidt mschmidt_lsncc@yahoo.com	Not Submitted	Not Submitted					
925-EX		Inwood House	Inwood House, Inc., 320 E. 82nd St. New York, NY 10028 Ms. Linda Lausell Bryant llbryant@inwoodhouse.com	Not Submitted	Not Submitted					
305		Little Sun People, Inc.	Little Sun People, Inc. 1360 Fulton Street Brooklyn, N.Y. 11216 Ms. Frances Fela Bardclift lilsunp2@aol.com	Not Submitted	Not Submitted					
290		Lucille Rose Day Care Center/ATLED	Atled, Inc. 12-30 Farmers Boulevard St. Albans, N.Y. 11412 Ms. Elaine Short eshortdollface@aol.com	12/17/12	Not Submitted					
333		Malcolm X Day Care Center of Corona - East Elmhurst,	Malcolm X Day Care Center Of Corona - East Elmhurst, Inc. 111-12 Northern Boulevard Corona, N.Y. 11368 Ms. Rochelle Brooks Rlrbrooks@aol.com	Not Submitted	Not Submitted					
512		Marble Hill Nursery School, Inc.	Marble Hill Nursery School, Inc. 5470 Broadway Bronx, N.Y. 10463 Ms. Karen Worchel marblehill5470@aol.com	Not Submitted	Not Submitted					
603-EX	x	MARC After-School*	Marc Academy And Family Center, Inc. * 2105-2111 Jerome Avenue Bronx, N.Y. 10453 Ms. Anna L. York ayork@marcafc.org	12/07/12	02/04/13	\$0.00	---	\$0	0	\$95,428.00
013		Mary McLeod Bethune Day Care Center, Inc.	Mary McLeod Bethune Day Care Center, Inc. 360 Pulaski Street Brooklyn, N.Y. 11206 Ms. Carolina Gomez mmbdcc360@msn.com	01/28/13	Not Submitted					

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

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							Budget as of 9/30/12			
604-EX	x	Mid Bronx CCRP Early Childhood Center, Inc.	Mid Bronx CCRP Early Childhood Center, Inc. 900 Grand Concourse Bronx, NY 10451 Ms. Jeanette Puryear mbbccgen@aol.com	Not Submitted	Not Submitted					
461		Montessori Progressive Learning Center, Inc.	Montessori Progressive Learning Center, Inc. 195-03 Linden Boulevard St Albans, N.Y. 11412 Ms. Sandra Smith montessoriprogressiv@N.Y.c.rr.com	Not Submitted	Not Submitted					
472		Mosholu Montefiore Community Center, Inc.	Mosholu Montefiore Community Center, Inc. 3450 Dekalb Avenue Bronx, N.Y. 10467 Mr. Donald Bluestone donaldsbluestone@mmcc.org	Not Submitted	Not Submitted					
472-EX		Mosholu Montefiore Community Center, Inc.	Mosholu Montefiore Community Center, Inc. 3450 Dekalb Avenue Bronx, N.Y. 10467 Mr. Donald Bluestone donaldsbluestone@mmcc.org	Not Submitted	Not Submitted					
389		Mosdoth Day Care Center, Inc.	Mosdoth Day Care Center, Inc. 420 Lefferts Avenue Brooklyn, N.Y. 11225 Ms. Chaya Zaetz mosdothdccc@gmail.com	12/04/12	12/04/12	\$4,025.00	\$71,255	--	681	--
306		Nasry Michelen Day Care Center, Inc.	Nasry Michelen Day Care Center, Inc. 510 W. 145th Street New York, N.Y. 10031 Mr. Nasry Michelen nasrymichelen@yahoo.com	01/04/13	Not Submitted					
198		National Sorority of Phi Delta Kappa Beta Omicron Chapter	National Sorority Of Phi Delta Kappa Beta Omicron Chapter 118-44 Merrick Boulevard Jamaica, N.Y. 11434 Ms. Maud Voltaire	11/20/12	Not Submitted					
074		Neighborhood Day Nursery of Harlem, Inc.	Neighborhood Day Nursery Of Harlem, Inc. 1833 Lexington Avenue New York, N.Y. 10029 Ms. Rosalyn Inman neighborhoodday@aol.com	11/05/12	Not Submitted					

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			Executive Director - Email Address				Budget as of 9/30/12	Vacation Days		
431	x	New Life Child Development Center, Inc.	The New Life Child Development Center, Inc. 295 Woodbine Street Brooklyn, N.Y. 11237 Ms. Ana Mendez newlifel78@verizon.net	Not Submitted	Not Submitted					
955		New York Foundling Hospital, Inc.	New York Foundling Hospital 590 Avenue Of The Americas New York, N.Y. 10011 Mr. William F. Baccaglioni bill.baccaglioni@NYfoundling.org	Not Submitted	Not Submitted					
955-EX		New York Foundling Hospital, Inc.	New York Foundling Hospital 590 Avenue Of The Americas New York, N.Y. 10011 Mr. William F. Baccaglioni bill.baccaglioni@NYfoundling.org	Not Submitted	Not Submitted					
434	x	Nicholas Cardell Day Care Center, Inc.	Nicholas Cardell Day Care Center, Inc. 84 Vermilyea Avenue New York, N.Y. 10034 Ms. Norma C. So ncdecinc@yahoo.com	Not Submitted	Not Submitted					
225	x	North Bronx NCNW Child Development Center, Inc.	North Bronx NCNW Child Development Center, Inc. 4035 White Plains Road Bronx, N.Y. 10466 Ms. Audrey B. Eadie ARONITAE@aol.com	Not Submitted	Not Submitted					
075	x	Northeast Bronx Day Care Centers, Inc.	Northeast Bronx Day Care Centers, Inc. 1140 East 229th Street Bronx, N.Y. 10466 Ms. Joyce James jamjoy2007@yahoo.com	03/04/13	Not Submitted					
935-EX	x	Northern Manhattan Improvement Corporation	Northern Manhattan Improvement Corporation 76 Wadsworth Avenue New York, N.Y. 10033 Ms. Barbara Lowry barbaralowry@nmic.org	Not Submitted	Not Submitted					
006	x	Nuestros Ninos Day Care Center, Inc.	Nuestros Ninos Day Care Center, Inc. 384 South 4th Street Brooklyn, N.Y. 11211 Ms. Miriam L. Cruz nuestrosninoscds@aol.com	01/04/13	Not Submitted					

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							Budget as of 9/30/12			
492	x	Nuestros Ninos Day Care Center, Inc.	Nuestros Ninos Day Care Center, Inc. 384 South 4th Street Brooklyn, N.Y. 11211 Ms. Miriam L. Cruz nuestrosninoscds@aol.com	01/04/13	Not Submitted					
619-EX		NYSARC, Inc.	N.Y.SARC, Inc. 83 Maiden Lane New York, N.Y. 10038 Mr. Michael Goldfarb lorrie.henderson@ahrcnyc.org	Not Submitted	Not Submitted					
534		Ohel Sarah Day Care Center, Inc.*	Ohel Sarah Day Care Center, Inc. * 771 Crown Street Brooklyn, N.Y. 11213 Ms. Esther Glassman saraohel@yahoo.com	10/22/12	01/02/13	\$0.00	---	\$35,383	345	\$13,385.00
234	x	Omega Psi Phi Fraternity Nu-Omicron Chapter ECEC	Omega Psi Phi Fraternity Nu-Omicron Chapter ECEC 123-10 143rd Street South Ozone Park, N.Y. 11436 Ms. Constance M. Brown cmbrown282@yahoo.com	01/28/13	Not Submitted					
076	x	Open Door Associates, Inc.	Open Door Associates, Inc. 820 Columbus Avenue New York, N.Y. 10025 Ms. Marie C. Germain opendoorccc@aol.com	Not Submitted	Not Submitted					
095		Pamela C. Torres Day Care Center, Inc.	Pamela C. Torres Day Care Center, Inc. 161 St. Anns Avenue Bronx, N.Y. 10454 Mrs. Nilza N. Cruz nilzacruz09@yahoo.com	02/28/13	Not Submitted					
918		Park Slope Community Center, Inc.*	Park Slope Community Center, Inc. * 333 14th Street Brooklyn, N.Y. 11215 Ms. Lucia B. Ferraz parkslopefdc@verizon.net	11/20/12	12/20/12	\$0.00	---	\$19,148	178	\$338,450.00
484	x	Park Slope North Child Development Center, Inc.	Park Slope North Child Development Center, Inc. 71 Lincoln Place Brooklyn, N.Y. 11217 Mr. Leonard Fennell heloewencarev.cdc@verizon.net	Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
158		Pequenos Souls Day Care Center, Inc.	Pequenos Souls Day Care Center, Inc. 114-34 East 122nd Street New York, N.Y. 10035 Ms. Rosemary Mangini rosey916@aol.com	10/25/12	Not Submitted					
443	x	Philip H. Michaels Child Care Center Inc.	Philip H. Michaels Child Care Center, Inc. 629 Courtlandt Avenue Bronx, N.Y. 10451 Mr. Yun Kim yunkim55@hotmail.com	12/11/12	Not Submitted					
163	x	Pleasant Avenue Day Care Center, Inc.	Pleasant Avenue Day Care Center, Inc. 451 East 120th Street New York, N.Y. 10035 Ms. Ronda Brown padcc451@aol.com	02/07/13	Not Submitted					
329	x	Police Athletic League, Inc.	Police Athletic League, Inc. 34 1/2 East 12th Street New York, N.Y. 10003 Mr. Felix A. Urrutia, Jr. furrutia@palnyc.org	Not Submitted	Not Submitted					
081		Prince Hall Service Fund, Inc.	Prince Hall Service Fund, Inc. 159-30 Harlem River Drive New York, N.Y. 10039 Ms. Nenita D. Corrales directorprincehalldcc@gmail.com	Not Submitted	Not Submitted					
201	x	Promesa, Inc.	Promesa, Inc. 1776 Clay Avenue Bronx, N.Y. 10457 Mr. Raul Russi rrussi@promesa.org	Not Submitted	Not Submitted					
466		Puerto Rican Council Day Care Center, Inc.	Puerto Rican Council Day Care Center, Inc. 180 Suffolk Street New York, N.Y. 10002 Mr. Edward Ramos prcdaycare@yahoo.com	11/30/12	12/19/12	\$98,852.00	\$93,721	—	628	—
963-EX		Queens Community House Inc./Forest Hills Community	Queens Community House, Inc. 108-25 62nd Drive Forest Hills, N.Y. 11375 Ms. Irma Rodriguez irodriguez@queenscommunityhouse.org	Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
226	x	Queens County Educators for Tomorrow, Inc./ Charles P	Queens County Educators For Tomorrow, Inc. 109-45 207th Street Queens Village, N.Y. 11429 Ms. Lisa Cogswell-Jones crddcc@aol.com	Not Submitted	Not Submitted					
256		Queensbridge Day Care Center, Inc.	Queensbridge Day Care Center, Inc. 38-11 27th Street Long Island City, N.Y. 11101 Mr. John A. Colon john@queensbridgecares.org	Not Submitted	Not Submitted					
320		Quo Vadis Montessori Day Care Center, Inc.	Quo Vadis Montessori Day Care Center, Inc. 4111 Broadway New York, N.Y. 10033 Ms. Marilyn B. Johnson quovadisdcc@verizon.net	Not Submitted	Not Submitted					
082	x	Recreation Rooms and Settlement, Inc.*	Recreation Rooms And Settlement, Inc. 715 East 105th Street Brooklyn, N.Y. 11236 Ms. Rhonda Grand rrandsettlement@aol.com	11/20/12	02/04/13		---	\$35,185	346	\$9,513.00
483		Red Balloon Day Care Center, Inc.	Red Balloon Day Care Center, Inc. 560 Riverside Drive New York, N.Y. 10027 Ms. Chrishana Lloyd clloyd22@gmail.com	01/28/13	Not Submitted					
373	x	Rena Day Care Center, Inc.	Rena Day Care Center, Inc. 639 Edgecombe Avenue New York, N.Y. 10032 Ms. Sheila Willard syw719@aol.com	Not Submitted	Not Submitted					
373-EX	x	Rena Day Care Center, Inc.	Rena Day Care Center, Inc. 639 Edgecombe Avenue New York, N.Y. 10032 Ms. Sheila Willard syw719@aol.com	Not Submitted	Not Submitted					
372	x	Rochdale Village Nursery School, Inc.	Rochdale Village Nursery School, Inc. 170-30 130th Avenue Jamaica, N.Y. 11434 Ms. Tonia Gaines rrochdalenursery@aim.com	Not Submitted	Not Submitted					
550		Safe Horizon	Safe Horizon, Inc. (Victim Services) 2 Lafayette St., 3rd Floor New York, N.Y. 10007 Ms. Ariel Zwang ariel.zwang@safehorizon.org	Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
455		Saint John's Day Care Center, Inc.	Saint John's Day Care Center, Inc. 813 Sterling Place Brooklyn, N.Y. 11216 Ms. Virginia Willis stjohnsdayc@aol.com	01/04/13	Not Submitted					
905		Salem Community Service Council, Inc.	Salem Community Service Council, Inc. 211 West 129th Street New York, N.Y. 10027 Ms. Mona Skinner mskinnersclc@verizon.net	Not Submitted	Not Submitted					
062	x	SCAN - NY	SCAN - N.Y. (Support Children's Advocacy Network) Inc. 345 East 102nd Street, 3rd Floor New York, N.Y. 10029 Mr. Lewis Zuchman lewz711@aol.com	01/31/13	Not Submitted					
136		Seabury Day Care Center, Inc.	Seabury Day Care Center, Inc. 575 Soundview Avenue Bronx, N.Y. 10473 Ms. Marlo Robinson seaburydcc@optonline.net	11/26/12	Not Submitted					
956		Seamen's Society for Children & Families DCC	Seamens Society For Children & Families 50 Bay Street Staten Island, N.Y. 10301 Ms. Nancy Vomero	02/07/13	Not Submitted					
079	x	Sharon Baptist Board of Directors, Inc.	Sharon Baptist Board Of Directors, Inc. 1925 Bathgate Avenue Bronx, N.Y. 10457 Ms. Barbara Manners aabdurrahim@aol.com	Not Submitted	Not Submitted					
704		Sheltering Arms Day Care Services, Inc.	Sheltering Arms Day Care Services, Inc. 305 7th Avenue, 4th Flr. New York, N.Y. 10001 Ms. Elizabeth McCarthy mccarthy@e-s-s.org	Not Submitted	Not Submitted					
704-EX		Sheltering Arms Day Care Services, Inc.	Sheltering Arms Day Care Services, Inc. 305 7th Avenue, 4th Flr. New York, N.Y. 10001 Ms. Elizabeth McCarthy mccarthy@e-s-s.org	Not Submitted	Not Submitted					
440	x	Shirley Chisholm Day Care Center, Inc.	Shirley Chisholm Day Care Center, Inc. 2023 Pacific Street Brooklyn, N.Y. 11233 Mr. Phillip David scd2023@aol.com	12/06/12	01/31/13	\$422,525.00	\$543,684	---	4,793	---

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			Executive Director - Email Address				Budget as of 9/30/12	Accrued Vacation Days	
501	x	The Salvation Army, Inc.	Salvation Army Inc., The 120 West 14th Street New York, N.Y. 10011 Mr. Major Paul Moore paul.moore@use.salvationarmy.org	02/27/13	03/04/13				
501-EX	x	The Salvation Army, Inc.	Salvation Army Inc., The 120 West 14th Street New York, N.Y. 10011 Mr. Major Paul Moore paul.moore@use.salvationarmy.org	02/27/13	03/04/13				
173		Throggs Neck Child Care Center	Throggs Neck Child Care Center 461 Swinton Avenue Bronx, N.Y. 10465 Ms. Irene Beazer meckccc@yahoo.com	Not Submitted	Not Submitted				
560	x	Tolentine Zeiser Community Life Center, Inc.	Tolentine Zeiser Community Life Center, Inc. 2345 University Avenue Bronx, N.Y. 10468 Sister Margaret McDermott imgmaggie2@aol.com	01/31/13	Not Submitted				
378	x	Tremont Crotona Day Care Center	Tremont Crotona Day Care Center 1600 Crotona Park East Bronx, N.Y. 10460 Mr. Patrick Rodriques prodccc@juno.com	Not Submitted	Not Submitted				
378-EX	x	Tremont Crotona Day Care Center	Tremont Crotona Day Care Center 1600 Crotona Park East Bronx, N.Y. 10460 Mr. Patrick Rodriques prodccc@juno.com	Not Submitted	Not Submitted				
202	x	Tremont Monterey Day Care Center Inc.	Tremont Monterey Day Care Center Inc. 887 Crotona Park N. Bronx, N.Y. 10460 Ms. Brenda Nowell tmdccsite@aol.com	01/10/13	Not Submitted				
383		Twelfth Street Preschool Inc.	12th Street Preschool, Inc. 199 14th Street Brooklyn, NY 11215 Ms. Michelle Rehfeld MichelleRehfeld@aol.com	Not Submitted	Not Submitted				
156		Twin Parks Child Care Center, Inc.	Twin Parks Child Care Center, Inc. 2070 Mapes Avenue Bronx, N.Y. 10460 Ms. Angela Grindley twinparkscce@hotmail.com	11/23/12	Not Submitted				

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							Budget as of 9/30/12			
099	x	University Settlement Society of NY	University Settlement 184 Eldridge Street 5th Floor New York, NY 10002 Mr. Michael Zisser mzisser@universitysettlement.org	Not Submitted	Not Submitted					
181		Upper Bronx Neighborhood Association For P.R. Affairs	Upper Bronx Neighborhood Association For P.R. Affairs, Inc 1997 Bathgate Avenue Bronx, N.Y. 10457 Ms. Carmen D. Bermudez cbermudez@ubnapra.org	01/04/13	01/04/13	542,487.00	587,481	---	782	---
100	x	Utopia Children's Center, Inc.	Utopia Childrens Center, Inc. 236 West 129th Street New York, N.Y. 10027 Ms. Teresa Evans evansutopia@yahoo.com	12/27/12	Not Submitted					
359		Washington Heights Day Care Center, Inc.	Washington Heights Child Care Center, Inc. 610-14 West 175 Street New York, N.Y. 10033 Mrs. Nereida Hill whccmcm@peoplepc.com	01/04/13	03/01/03					
273		West Side Montessori School	West Side Montessori School 309 West 92nd Street New York, N.Y. 10025 Ms. Mary Basso mbasso@wsmsnyc.org	Not Submitted	Not Submitted					
107	x	Westchester Tremont Day Care Center, Inc.	Westchester Tremont Day Care Center, Inc. 2547 East Tremont Avenue Bronx, N.Y. 10461 Ms. Marie J Milillo wtccdirector@optimum.net	Not Submitted	Not Submitted					
242		Williamsbridge NAACP Early Childhood Education Cen	Williamsbridge NAACP Early Childhood Education Center, Inc 670-680 East 219th Street Bronx, N.Y. 10467 Ms. Cheryl Dewitt WillmsbrdgeECEC@aol.com	01/04/13	Not Submitted					
293	x	Yeled V'Yalda Early Childhood Center, Inc.	Yeled V Yalda Early Childhood Center, Inc. 571 McDonald Avenue Brooklyn, N.Y. 11218 Ms. Naomi Auerbach nauerbach@yeled.org	Not Submitted	Not Submitted					

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							Budget as of 9/30/12			
607-EX	x	Yeshiva Kehilath Yakov	Yeshiva Kehilath Yakov 638 Bedford Avenue Brooklyn, N.Y. 11211 Mr. David Oberlander doberlander@ykypupa.org	Not Submitted	Not Submitted					
641	x	Yeshiva Tifereth Moshe, Inc.	Yeshiva Tifereth Moshe, Inc. 83-06 Abington Road Kew Gardens, N.Y. 11415 Mr. Harold Schauder vtmschauder@aol.com	11/20/12	12/07/12	\$58,018.00	\$50,746	—	406	—
548	x	YMCA of Greater New York	YMCA Of Greater New York 5 W 63rd Street, 6th Floor New York, N.Y. 10023 Ms. Denise Zimmer dzimmer@ymcanyc.org	12/19/12	Not Submitted					
707		YWCA Day Care, Inc.	YWCA Of The City Of New York 50 Broadway, 13th Floor New York, N.Y. 10004 Ms. Anne Winters-Bishop awinters-bishop@ywcaN.Y.c.org	12/27/12	Not Submitted					
235			TOTAL # AUDITS SUBMITTED	95	30	\$1,520,191	\$1,720,503	\$275,016		\$706,776
			TOTAL # AUDITS NOT SUBMITTED	140	205					
							\$1,995,519			

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CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address		Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff Vacation		Number of Accrued Vacation Days	Total Amount Owed to ACS
			Executive Director - Email Address					Budget as of 9/30/12			
097	x	Union Settlement Association, Inc.	Union Settlement Association, Inc. 237 East 104th Street New York, N.Y. 10029 Mr. David Nocenti dnocenti@unionsett.org		Not Submitted	Not Submitted					
097-EX	x	Union Settlement Association, Inc.	Union Settlement Association, Inc. 237 East 104th Street New York, N.Y. 10029 Mr. David Nocenti dnocenti@unionsett.org		Not Submitted	Not Submitted					
224		United Bronx Parents, Inc.	United Bronx Parents, Inc. 773 Prospect Avenue Bronx, N.Y. 10455 Mr. Joseph M. MPA jmpa@ubpinc.org		12/06/12	02/11/13					
355	x	United Community Day Care Center, Inc.	United Community Day Care Center, Inc. 613 New Lots Avenue Brooklyn, N.Y. 11207 Ms. Ana Aguirre Ana.ucc@verizon.net		01/14/13	Not Submitted					
503	x	United Federation Of Black Community Organizations, Inc.	United Federation Of Black Community Organizations, Inc. 474 West 159th Street New York, N.Y. 10032 Ms. Manalebish Ali manalebish@gmail.com		Not Submitted	Not Submitted					
168	x	United Interfaith Action Council of Brooklyn, Inc.	United Interfaith Action Council Of Brooklyn, Inc. 963 Park Place Brooklyn, N.Y. 11213 Ms. Avis Daisy Ellison daisyelli@aof.com		Not Submitted	Not Submitted					
615-EX		United Lubavitcher Yeshiva	United Lubavitcher Yeshiva 570 Crown Street Brooklyn, N.Y. 11213 Mr. Eliyohu Davis red@yttl.org		Not Submitted	Not Submitted					
300		United Parents Community Corporation	United Parents Community Corporation 653 Schenck Avenue Brooklyn, N.Y. 11207 Ms. Geneva R. Willis successtartsatnisdcc@verizon.net		12/17/12	Not Submitted					

* Given that Contractor owes ACS funds they will not be paid for their organization's accrued staff vacation budget for the period ending 9/30/12.

CLOSEOUT OF FISCAL YEAR 2012 and FISCAL YEAR 2013 CONTRACTS with ACS

Id	EL	Child Care Contractor Name	Contractor Mailing Address	Audit Reports for June 30, 2012	Audit Reports for September 30, 2012	Amount Due to Contractor	Accrued Staff	Vacation	Number of	Total Amount Owed to ACS
			Executive Director - Email Address				Budget as of 9/30/12	Accrued	Vacation Days	
915	x	Southeast Bronx Neighborhood Centers, Inc.	Southeast Bronx Neighborhood Centers, Inc. 955 Tinton Avenue Bronx, N.Y. 10456 Ms. Diane M. Herbert dherbert@sebnc.org	Not Submitted	Not Submitted					
110	x	St Johns Place Family Center Housing Development Fund	St. Johns Place Family Center Housing Development Fund Corp 1630 St. Johns Place Brooklyn, N.Y. 11233 Mr. Louis Rodriguez Lrodriguez@stjohnsplace.org	Not Submitted	Not Submitted					
091	x	Staten Island Mental Health Society, Inc.	Staten Island Mental Health Society, Inc. 669 Castleton Ave. Staten Island, N.Y. 10301 Dr. Kenneth Popler, PHD, M.B.A. Kpopler@simhs.org	Not Submitted	Not Submitted					
121	x	Strong Place Day Care Center, Inc.	Strong Place Day Care Center Inc. 242 Hoyt Street Brooklyn, NY 11217 Ms. Lorraine Pennisi	01/10/13	Not Submitted					
307	x	Sunset Bay Community Service Inc.	Sunset Bay Community Services, Inc. 150 55th Street Brooklyn, N.Y. 11220 Ms. Kathleen A. Hopkins khopkins@lmcmmc.com	Not Submitted	Not Submitted					
702	x	Sunset Bay Community Service Inc.	Sunset Bay Community Services, Inc. 150 55th Street Brooklyn, N.Y. 11220 Ms. Kathleen A. Hopkins khopkins@lmcmmc.com	Not Submitted	Not Submitted					
702EN	x	Sunset Bay Community Service Inc.	Sunset Bay Community Services, Inc. 150 55th Street Brooklyn, N.Y. 11220 Ms. Kathleen A. Hopkins khopkins@lmcmmc.com	Not Submitted	Not Submitted					
159		Tabernacle Church of God Day Care Center	Tabernacle Church Of God, Inc. 34-52 Kosciuszko Street Brooklyn, N.Y. 11205 Ms. Zadi Davis tabernaclecc1@verizon.net	Not Submitted	Not Submitted					
146		The Originals of Jamaica Day Care, Inc.	Originals Of Jamaica DCC 108-10 Sutphin Blvd. Queens, N.Y. 11435	Not Submitted	Not Submitted					

* Given that Contractor owes ACS funds they will not be paid for their organization's accrued staff vacation budget for the period ending 9/30/12.

The New York City Administration for Children's Services
Ronald E. Richter, Commissioner
Testimony to the New York City Council
Committees on General Welfare, Juvenile Justice, Women's Issues, and Finance
May 21, 2013

"New York City Council Fiscal Year 2014 Executive Budget Hearings"

Good morning Chairs Palma, Gonzalez, Ferreras and Recchia, and members of the General Welfare, Juvenile Justice, Women's Issues, and Finance Committees. I am Ronald E. Richter, the Commissioner of the Administration for Children's Services and with me today is Susan Nuccio, our Deputy Commissioner for Financial Services. We are pleased to be back before the Council to continue discussing our ongoing work to protect and support New York City's children, young people, and families. Thank you for the opportunity to update you on our Fiscal Year 2014 budget and to share the progress we have made on our Strategic Plan.

As I testified in March, the outlook for our 2014 budget contains some positive news in that we are able to meet our Program to Eliminate the Gap (PEG) with a combination of revenue and expense reduction actions. We have begun to implement the cost savings initiatives that we discussed in March. For early care and education, the initiatives include standardizing the eligibility determination process for low income families receiving subsidized care, which we project will produce \$5.2 million in savings, and a data analysis project intended to uncover inappropriate child care payments that we expect will save the City approximately \$6 million.

However, the Executive Budget also reflects that sequestration cuts to federal funding will impact the Children's Services budget for the upcoming year. Like other jurisdictions across our country, New York City has been affected by Washington's inability to address the federal budget responsibly. The impact of sequestration on our child welfare budget will be approximately \$1.1 million. In early care and education, sequestration will reduce the Children's Services budget by over twelve million dollars by cutting our portion of the state Child Care Block Grant by approximately \$3 million and our federal Head Start funds by approximately \$9.7 million.

Another federal action will also impact our agency's child care budget for Fiscal Year 2014. After much anticipation, the United States Department of Health and Human Services (HHS) released the first round of preliminarily selected awardees for Head Start grants. HHS undertook the re-competition for Head Start funding to ensure that "programs are providing the highest quality services to children and families" and we are pleased to report that the New York City Administration for Children's Services was among those that were recommended to receive an award. As many of you know, ACS currently serves as a "Supergrantee" -- a federal funding

recipient that contracts with and oversees a portfolio of strong community-based delegate agencies that provide direct Head Start services. ACS will continue to be New York City's Supergrantee. In addition, HHS recommended awards to 19 other direct grantees, 17 of which were just selected last year as delegate agencies for *EarlyLearn NYC*. The fact that these *EarlyLearn* providers were chosen to directly receive federal funds affirms Children's Services' selections of top quality early care and education providers in the *EarlyLearn* procurement process.

I sincerely congratulate all of our delegate agencies who successfully competed for Head Start funding - they represent the extraordinary range and variety of quality programs in the City's early care and education system. Because the list of providers which have received and accepted the awards has not been finalized, we cannot yet provide the Council with an exact dollar amount of the impact. Currently, the Federal Office of Head Start provides over \$198 million of funding to five New York City organizations, including ACS. In the recently announced preliminary awards, approximately \$198 million will fund 20 organizations, including ACS. The increase in the number of directly-funded Head Start providers, without a corresponding increase in the amount of federal funds, necessarily reduces the funding that ACS will receive and that can be distributed throughout our *EarlyLearn* network. Despite the fact that a number of Head Start providers who had been City-funded will now be federally funded, the children who currently receive quality Head Start services will continue to receive them without interruption. We anticipate that you will have questions about this shift during the hearing.

Strategic Plan Update

One of the key priorities set forth in our strategic plan is to improve the quality of and access to Early Care and Education services. A recent report that found New York State is one of only two child care systems in the country to rank in the top ten for both program standards and oversight, which includes the safety and well-being of children who are being cared for outside of their homes. While this report addresses licensed providers, for our informal caregivers, ACS goes a step beyond what the state requires -- we search pending and past criminal involvement to ensure that no provider has a history of violent crime or crime against a child. For our *EarlyLearn NYC* providers, ACS is able to conduct detailed background checks for criminal records as well as any report of child abuse or maltreatment. We continue to work

closely with OCFS and our sister city agencies to ensure the safety and well-being of the 110,000 children in New York City's system.

Since we testified at the preliminary budget hearing, Children's Services has taken important steps toward implementation of two major child welfare initiatives. In April, we announced the non-profit agencies that we are recommending for awards to provide additional preventive programming for young people and families involved in our child welfare and juvenile justice systems. We are also in the initial stages of implementing our innovative foster care initiative, *ChildSuccessNYC*. As both of these initiatives will significantly transform how we interact with and provide needed services to youth and families, I would like to share with the Council additional details concerning our progress and plans in each area.

Evidence-Based Preventive Services for Teens and Families

A key priority set forth in our Strategic Plan is to expand services for teens to more effectively meet their needs. We are achieving this by diversifying our portfolio of services to provide young people and their families involved in the child welfare and juvenile justice systems with intensive, home-based, therapeutic services. By the end of this summer, ACS, with our provider partners, will offer an array of services that are evidence-based, evidence-informed, and/or based on promising practices that will dramatically expand the availability of services tailored to what has been shown to work for families with teens. The models, all of which offer home-based services to families and promote high quality practice through oversight by clinical experts, have demonstrated positive outcomes for teens and their families, such as improved behavior and reduced foster care re-entry rates, or reduced re-arrest rates. These services help families resolve the issues that they struggle with, and provide parents with skills and strategies to manage problematic teen behavior.

In total, ACS is awarding almost 1,300 preventive slots that will serve approximately 3,600 young people and their families each year. We anticipate that providing services at home could reduce the number of teenagers entering foster care by 20%. This is based upon our demonstration project in Manhattan, and the University Heights and Highbridge sections of the Bronx during 2012, where we experienced a 20% reduction in teen entries into foster care. We also expect that the Aftercare Services that will begin to be offered this summer to youth

transitioning out of non-secure juvenile justice facilities will continue the rehabilitative efforts being made through the City's Close to Home initiative. As you know, the first phase of Close to Home – accepting youth in Non-Secure Placement -- has been underway for the past nine months. Through tremendous support from and collaboration with our partners at the State Office of Children and Family Services (OCFS), as well as our City partners in other agencies and the steadfast support of Juvenile Justice Chair Sara Gonzalez, Close to Home has already served over 400 young people.

Last year, we also released an Expression of Interest solicitation that offered General Preventive and Family Treatment/Rehabilitation providers the opportunity to convert their existing contract to an evidence-based or promising practice model. Twenty of our Preventive agencies submitted proposals and were approved to convert their programs. The models to which agencies are converting are appropriate for families with children from birth through 18 years of age, and all have been shown to achieve positive child welfare outcomes, such as improved parenting skills and the reduction of trauma in children.

With the new slots and the contract conversions, we will have 12 different preventive models across New York City by the end of the summer. In total, once all of the programs are implemented, more than one-third of our preventive and aftercare programming will be evidence-based, evidence-informed or promising practice models. In anticipation of offering a diverse array of new preventive service options, ACS has designed a process to support our front line child protective staff in determining which preventive model is most appropriate for which family. The goal is to ensure that each child protective staff member has the resources, training, and tools needed to make full use of the new, robust continuum of service models to best meet the needs of the children and families that come to our attention. We are excited to partner with our providers to implement these new models to more sensitively and appropriately meet the needs of our City's children, young people and families.

As we move toward increasing the availability of evidence-based practice models throughout the system, we are especially appreciative of our on-going conversations with Chair Palma, who shares our deep commitment to making sure that families receive the assistance they need. There is not a more committed or sensitive advocate for our City's families than Chair Palma. She is a demanding force in our work who has held our agency accountable, and yet she

has always done so in a manner that has cultivated our relationship as opposed to dividing it, and any advice she gives is always in the service of achieving better outcomes for children and families. For this, I will always respect and admire her leadership.

Foster Parent Appreciation Month, Housing Academy and Child SuccessNYC

Over the past 20 years, New York City's foster care census has declined significantly, from a high of over 50,000 children in care in 1993 to a low of fewer than 12,800 in care today. Concurrent with the decrease in foster care placements, the number of families who engage in preventive service programs has been increasing and we are serving over 25,000 families in 2013.

While we continue to reduce the foster care census, we remain committed to ensuring that all of our foster kids have safe, supportive and loving homes. To that end, and in honor of Foster Parent Appreciation Month, at the end of this month ACS is introducing a city-wide campaign to recruit additional, quality foster parents. The campaign, called "Be the Reason", features ads like the ones you see here. One of the biggest barriers we face is that many prospective parents, who may be interested in fostering a child or young person, may not realize that they "qualify" to be a foster parent. We know there are many widespread misconceptions such as the belief that a foster parent needs to own rather than rent an apartment, needs to be partnered, or be of a certain age or have had prior parenting experience. Our "Be the Reason" Campaign will aim to target some of these specific groups – including older New Yorkers, single adults, lesbians and gay men – in an effort to open their eyes to the wonderful possibilities of becoming a foster parent. As I speak to New Yorkers about fostering and adoption, I like to remind them that our young people bring so much more to them than they could ever imagine they bring the young person. Each of our kids is unique and powerful. All you have to do is spend a little time getting to know these young people. Many of you have already done this, and we hope to have many more join this effort.

The campaign will diversify the locations where we place advertisements, including on an increased number of subway lines and media outlets. We are also making certain that our recruitment efforts reflect the great variety of young people who need homes, so the ads will feature teenagers, disabled young people, sibling groups and LGBTQ youth. For example, to

address the need for LGBTQ and affirming foster parents, one of the ads featured will be “Be the Reason...It Gets Better.” We hope that these positive messages will inspire New York City residents, who would not have otherwise thought of becoming foster parents, to open up their homes and hearts to our children in foster care. We invite the Council to help us share this information and guide interested individuals to our website, where they can learn more.

We are excited about the trends toward fewer removals and a greater use of preventive services. Still, there is work to do. ACS is endeavoring to better prepare youth who are transitioning out of care and into stable adulthood. Of course, our first goal is to have a young person find a permanent resource, either informally or through adoption or guardianship, which can ease their transition into adulthood. Notwithstanding those efforts, practical skills are also needed for our young people. In March, we launched the Housing Academy Collaborative (HAC) which provides core training for young people age sixteen to twenty-one, to better prepare them to assume the responsibility of living independently. The Housing Academy has two primary goals: to better prepare young adults to maintain long-term possession of NYCHA and supportive housing when they transition from foster care, and to provide one-on-one technical assistance in key areas of education, employment and medical/mental health. In developing the curriculum for the Housing Academy, ACS has collaborated with NYCHA and HPD to address some of the challenges faced by foster youth transitioning to live independently in the community. The combined goals of our three agencies are to ensure that youth are ready for independence with the right supports, including critical life skills such as how to complete applications for housing, education, key techniques to improve interview skills, how to locate jobs through online resources, how to negotiate with creditors and explore landlord and tenant rights. On April 30th, we celebrated the first graduation of 22 foster care youth from our program. Since then, over 90 young people have expressed interested in the Academy. Our second Housing Academy Collaboration began on May 6 and is serving 31 young people. Our next session will begin in early June.

We are working to improve stability, enhance well-being, and expedite permanency for children who are in foster care through *ChildSuccessNYC*, an initiative that links evidence-based model components to establish a New York City model of care. For some time, we have been hearing from our provider agencies, advocates, and the Family Court that caseloads are high,

staff turnover is frequent, foster parents need better support and birth parents need to be engaged. A standardized model of foster care will help our agencies achieve better outcomes for children and young people in our care.

ChildSuccessNYC is based on evidenced-based or evidence-informed program components that will provide significant support to birth parents immediately after children are removed to address the reasons that their children came into care, and will provide intensive aftercare to support a much shorter time to reunification. ACS is working with five diverse foster care providers – representing approximately 20% of the youth in general foster care – throughout New York City to test the model this calendar year. Based on what we learn during this year, we intend to bring the best features of *ChildSuccessNYC* to the entire general foster care system starting in Fiscal Year 2014.

ChildSuccessNYC includes elements of several models that are currently being used throughout the foster care system including KEEP, a foster parent support model that seeks to limit placement disruptions and increase permanency rates; Parenting through Change (PTC), a behavior change model geared toward helping birth parents address the reasons that their children were brought into care; Youth Development Skills Coaching, which offers individualized youth development services to teens; and Family Finding Model, which seeks permanency resources for foster youth. In addition, *ChildSuccessNYC* limits the number of cases that each agency case planner works on and limits the number of case planning staff that each agency supervisor oversees. It limits the number of foster children in each household, with certain exceptions, such as keeping siblings together. Finally, *ChildSuccessNYC* institutes a number of administrative requirements with the goal of standardizing services across the city. We are hopeful that combining these evidence-based and evidence-informed approaches to foster care will support faster reunification of families when it is safe and will continue the City's trend of fewer young people entering foster care each year.

Supporting ACS and Provider Agency Staff

One of the goals of *ChildSuccessNYC* is to address high staff turnover in the field of agency case planning. Foster care agencies, unlike our own child protective staff at ACS, experience an unacceptably high turnover rate. Staff turnover is high because the work of

ensuring the stability, safety and permanency for children and families is intensely demanding, and we are continuing to work on identifying the right people for the job, and how to sufficiently remunerate those who do the job adequately. Another way that ACS is addressing this challenge, as set forth in our strategic plan, is by prioritizing a culture of support for our staff and our provider agencies' staff. To that end, ACS' Workforce Innovation Department and our Workforce Advisory Board, with the support of Casey Family Programs, have worked to create and implement a new system of screening and hiring child welfare professionals at our provider agencies. Studies have shown that staff who possess specific competencies – such as adaptability, stress tolerance, productivity and cultural competence – are better prepared for and more satisfied in child welfare work, leading to greater workforce stability, more highly skilled staff and therefore, better child and family outcomes. We are currently initiating the evaluation stage of this effort and are excited to move forward and expand this work. Children's Services must support its exceptional network of provider agencies in order to be successful. Our providers' staff, like our own staff, is critical to our ultimate goal – helping and nurturing our children, young people and families. In order to get that right, we need to ensure that our staff are supported. We are committed to deepening our work in this area.

Conclusion

Thank you for allowing us the opportunity to update you on our work and plans. We are committed to achieving measureable results that will benefit the children, young people, and families that rely upon ACS for child welfare, juvenile justice, and early care and education services. Our work would not be possible without our collaboration with the Council, and in particular Chairs Recchia, Palma, Gonzalez and Ferreras. Thank you for your time today, and I am happy to answer any questions that you may have.



*City Council Executive Budget Hearing
Fiscal Year 2014
General Welfare and Finance Committees
Tuesday, May 21, 2013*

Good afternoon Chair Palma, Chair Recchia and members of the General Welfare and Finance Committees. I'm Seth Diamond, Commissioner of the Department of Homeless Services (DHS). Joining me this afternoon are Steve Pock, Deputy Commissioner for Fiscal and Procurement Operations and Lula Urquhart, Assistant Commissioner for Budget and Audit. Today I'll outline Mayor Bloomberg's Fiscal Year 2014 Executive Budget for DHS as well as the Administration's successful advancements in providing services to homeless families and individuals.

As the Department celebrates our twenty year anniversary this year, it's important that we draw on our past to reflect on our commitment to our mission. Since 1993, DHS has been tasked with leading the operation to deliver shelter services. Today, DHS remains one of the largest and most comprehensive agencies of its kind throughout the world offering on-site social services to targeted populations to better address their varying circumstances and needs.

While the agency's responsibility remains steadfast in providing shelter and services, the efforts of the Bloomberg Administration have firmly established the City of New York as a leader in creating new approaches to solving homelessness.

DHS' investments in prevention and the research to support those endeavors have in fact become a model for the rest of the nation. The agency's homelessness prevention program, known as Homebase, has been featured at numerous conferences as part of the emerging dialogue on innovations in the prevention field. Homebase has been recognized as a best practice by the National Alliance to End Homelessness, the Secretary of the US Department of Housing and Urban Development (HUD) and by the National League of Cities for municipal excellence.

Earlier this month, the Ash Center for Democratic Governance and Innovation at John F. Kennedy's School of Government at Harvard University heralded DHS' Homebase Homeless Prevention Network as one of the "Top 25" programs in this year's "Innovations in American Government Award" competition. These 25 programs represent the top five percent of the applicant pool which include government initiatives from federal, state and local municipalities. In the next round of the competition, evaluators will identify five finalists for this year's competition and make their announcements at the end of the year.

Investments in Prevention Services

Since the start of the Bloomberg administration, funding for homelessness prevention services has increased 400 percent. In Fiscal Year 2004 we began with a modest \$6 million dollars to fund anti-eviction legal service contracts. DHS then funded the first Homebase office in Fiscal Year 2005.

Steadily increasing since then, prevention funding has grown to over \$30 million in Fiscal Year 2013.

Since its inception, DHS has expanded Homebase services and New Yorkers' access to those services. We've grown to 14 storefront offices accessible to communities in all five boroughs with a goal of helping families remain in the community. From September 2004 through April 2013, Homebase served over 45,000 households. Homebase has tailored individual service plans to address each household's needs while providing millions in flexible financial assistance to keep those households in their communities. With over 90 percent of those households served by Homebase not entering shelter within one year of service, DHS has prevented thousands of costly shelter stays and disruption in children's lives.

There is no doubt that clients benefit most by remaining stably housed in the community and near their networks of support. In fact, in 2009, DHS commissioned a comprehensive, multi-part, evaluation to examine the Homebase prevention program with a goal of measuring effectiveness, learning how the program could be improved and contributing to the national conversation surrounding investments in the prevention field. New York City was the first locality in the nation to study the effectiveness of homelessness prevention and to develop a research-based risk assessment for community providers. We believe in using rigorous evidence-based research to best allocate precious resources and improve outcomes for the people we serve.

While the final report being conducted by Abt Associates will be available in July, preliminary analysis demonstrates a statistically significant difference in shelter use between those who received Homebase services and those who did not. When we receive the final report we will, of course, share the findings with the Committee.

DHS believes in the importance of intervening wherever and whenever families find themselves at risk of homelessness and providing the right services at the right moment to alleviate crisis. In April, the *New York Times* published a story about DHS' innovative prevention work in the Bronx Housing Court. The post-eviction program targets families with housing court actions who the agency has identified as having a very high risk of entering shelter. Those families include former shelter residents and PATH applicants. Developed in April of 2012 through a partnership with the New York State Unified Court Administration and based in the Bronx, where evictions are higher than in any other borough, this new targeted strategy returns families to their apartments even after the court has ordered an eviction and the Marshal's notice is on the door.

Pioneering projects like this grew out of the tremendous successes of housing court partnerships like the Housing Help Program. Instead of intervening when the Marshal is at the door, Housing Help begins when the family first comes to court to answer their eviction petition. This program began in the Bronx in 2005 and has since been expanded to Brooklyn and Queens helping thousands of families avoid shelter.

Helping families access mainstream benefits to help preserve their housing is a key part of our prevention strategy. DHS was pleased to work with the State Office of Temporary and Disability Assistance (OTDA) to expand the State's capacity to process FEPS applications. As you may know, we funded four Homebase providers, including the Archdiocese of New York, BronxWorks,

CAMBA and Catholic Charities of Queens, to provide additional capacity to meet increased demands for FEPS services. Last August, Homebase providers hired staff to work in HRA job centers, community offices and housing courts across the City. Through the end of April of this year, 1,187 more families have accessed FEPS, a vital benefit they would not have received without this expansion.

Another key point of intervention is our city schools. Over the years, we have compiled tremendous amounts of geographic data on families that enter the shelter system. The agency is honing that resource and partnering with school officials who have the highest rates of homeless students. Currently, Homebase is working with more than a dozen public schools that have the largest number of students entering shelter to offer them prevention resources. Recently, PS 123 in Bushwick invited Homebase staff to present tenant's rights workshops at PTA meetings, and to attend parent teacher nights to distribute informational brochures and discuss what services are available at a Homebase office for families at risk.

Serving Special Populations

At the preliminary budget hearing in April, I spoke about the potential access to funds associated with New York's Medicaid Redesign Team (MRT) process. I would like to thank the members of the General Welfare Committee who made calls and wrote letters to support our MRT proposals. Our advocacy efforts, and that of our partners at the Supportive Housing Network of NY (SHNNY), have proven successful. As part of the MRT supportive housing allocation in the State Fiscal Year 2013-14 budget, DHS is able to reinvest some Medicaid savings and fund two projects targeted to seniors and the disabled.

The first project is a homelessness prevention program specifically for elderly and disabled tenants who were formerly homeless or are facing a housing crisis and at risk of re-entering shelter. This year, the program will provide \$2.6 million in financial and service support to keep 250 vulnerable senior citizens in their homes.

Also funded in this year's state budget was a pilot project that will allow the agency to utilize Medicaid savings to fund a modified supportive housing program for homeless seniors. This year, the \$2 million MRT investment will transition 125 seniors from DHS shelters to independent living. As I've previously discussed, when the program is fully implemented, DHS will be transitioning 300 seniors to permanent housing every year.

The agency has also made remarkable progress in serving New York City's street homeless population. In September 2007, Homeless Services redesigned its outreach efforts in an attempt to significantly increase the number of street homeless persons placed into housing. More than 3,800 chronically street homeless individuals have since been housed. With around the clock outreach teams, specialized low threshold housing and targeted funding to ensure that resources reach the individuals most in need, New York City is a national leader in investing in, and establishing positive outcomes for persons living on the street.

The agency estimates that 3,180 homeless individuals were living on streets, in parks and other public spaces of the city this January during the City's annual HOPE count - a staggering 62 percent

decrease of 1,215 individuals since the estimate was first conducted Citywide in 2005. Subway results however, demonstrated a challenging increase from an estimated 845 individuals in 2005 to 1,841 in 2013.

In an effort to be more proactive in the subways, last month DHS and the Metropolitan Transportation Authority (MTA) announced a substantial increase in resources directed at individuals sleeping within the subway system. The innovative strategy will put outreach teams on moving trains, with an added focus on high density end-of-the line stations and expanded hours. An integrated and proactive new approach, this will, for the first time, provide DHS with outreach responsibility in the subways on all trains and at all stations. The MTA will continue to maintain accountability for its commuter rail properties, including Grand Central Terminal and Pennsylvania Station. This collaborative method will allow for higher quality service and greater data sharing between the two agencies with ambitious targets to place homeless clients into housing.

Transitions to Stable Housing

Providers are using a range of supports and tools to help families move to independence, including the earned income tax credit, child support, child care, food stamps, public health insurance and public assistance grants. In the first quarter of this year, family placements to a known address increased by 36 percent compared to the first quarter of FY13. As difficult as it is to do, providers are putting all the pieces together.

This past March, an average of 155 families were placed into housing each week, compared to 85 per week in September 2012. Sixty percent of these families are moving to independent living where they pay their own rent. For these families, DHS continues to collaborate with HRA to provide benefits and make the transition easier to exit shelter and establish independence. To that end, families have access to HRA resources including first month's rent, security deposits, broker's fees, furniture allowances, storage fees and moving expenses. Their generous package of benefits averages thousands of dollars for a typical household and can be particularly helpful to those who are working to provide them the start up expenses needed to allow them to leave the shelter system.

While this is the final budget hearing of this Administration, I would be remiss if I didn't recognize the tremendous work our providers play, day in and day out, to produce successful outcomes for the families and individuals they serve. Their efforts and advocacy, along with those of our DHS staff and our host communities have directly improved the services available for homeless New Yorkers across the five boroughs. I, again, welcome the Committee to tour our state of the art Family Intake Center in the Bronx which serves as a commitment to the transformation of our system.

FISCAL YEAR 2014 EXECUTIVE BUDGET

Overall, as compared to our Fiscal Year 2012 final \$908 million budget, DHS' current Fiscal Year 2013 expense budget is \$1 billion; for next year, Fiscal Year 2014, the budget is \$903 million; (mostly due to PEGs higher in FY14 than FY13, the addition of Hurricane Sandy funds in FY13, and federal funds allocated later in FY14).

Of the \$903 million, \$449 million are City funds, \$128 million are State funds, \$321 million are federal funds, \$4 million are CD grant funding, and \$1 million are intra-City funding. The \$903 million budget allocates \$371 million to services for single adults, \$471 million to services for families, and \$61 million to support services.

The DHS Capital Plan for the five-year period Fiscal Year 2013 through Fiscal Year 2017 is currently \$118 million. Capital projects for homeless families total \$32 million; projects for single adults total \$54 million; \$22 million has been allocated for support services; and \$10 million is designated for City Council-funded projects.

I will now answer any questions you may have.

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Rosine Ferdinand
Address: 180 Water Street NY, NY 10038
I represent: HRA
Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Commissioner Robert Dear
Address: 180 Water St NY, NY 10038
I represent: HRA
Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Ellen Louis
Address: 180 Water Street, NY, NY 10038
I represent: HRA
Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Jill Berni
Address: 180 Water Street, NY NY 10038
I represent: HRA
Address: _____

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

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: 5/21/13

(PLEASE PRINT)

Name: Lula Urquhart, Asst. CMR
Address: _____
I represent: DHS
Address: _____

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

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: 5/21/13

(PLEASE PRINT)

Name: Steve Pock, Dep. Cmr

Address: _____

I represent: DHS

Address: _____

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

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

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

in favor in opposition

Date: 5/21/13

(PLEASE PRINT)

Name: Seth Diamond, Cmr

Address: 33 Beaulieu St.

I represent: DHS

Address: _____

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