

# THE COUNCIL OF THE CITY OF NEW YORK

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Speaker of the Council

Hon. Daniel Dromm  
Chair, Committee on Finance

Hon. Stephen Levin  
Chair, Committee on General Welfare



Report to the Committee on Finance and the Committee on General Welfare on the  
Fiscal 2022 Executive Budget for the

## **Administration for Children's Services**

May 10, 2021

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## ACS Overview

This report presents a review of the Fiscal 2022 Executive Budget for the Administration for Children's Services (the agency, or ACS). The section below presents an overview of the agency's \$2.65 billion Fiscal 2022 budget and how it has changed during the course of Fiscal 2021, followed by a review of the significant budget actions introduced in the Fiscal 2022 Executive Budget. Major issues related to the agency's budget are then discussed in light of the Council's Fiscal 2022 Preliminary Budget Response. After discussion of the expense budget, analysis and highlights of ACS' Fiscal 2021–2025 Capital Commitment Plan are provided. For additional information on ACS' budget and its various programs, please refer to the Fiscal 2022 Preliminary Budget Report for ACS at the New York City Council's website: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2021/03/ACS.pdf>.

ACS' Fiscal 2022 Executive Budget totals \$2.65 billion, or 2.6 percent of the City's total budget of \$98.6 billion. The agency's budget includes \$24.4 million in new needs and \$15.5 million in other adjustments. ACS did not have a Citywide Savings Program (PEG) target, and no PEGs are labeled in the Executive Financial Plan (the Plan). However the Plan reflects \$13.2 million in net additional revenues from the Coronavirus Relief Fund in Fiscal 2021, and a baselined \$2.5 million State revenue increase, for a total of \$15.7 million. The Fiscal 2022 Executive budget is \$27.7 million greater than the Fiscal 2021 Adopted Budget.

The \$39.4 million for other adjustments and \$3.9 million for new needs in the Plan increase the Fiscal 2021 budget by \$43.3 million to \$2.72 billion. Below is a summary of funding changes by program area and funding source, and headcount changes, when comparing ACS' Fiscal 2022 Executive Budget to its Fiscal 2021 Adopted Budget.

<b>ACS Financial Summary</b>						
<i>Dollars in Thousands</i>						
	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>FY21</b>	<b>FY22</b>	<b>FY21-FY22</b>
<b>Budget by Program Area</b>						
Adoption Services	\$228,516	\$221,242	\$273,518	\$273,068	\$273,518	\$0
Alternatives To Detention	6,523	6,265	1,419	8,227	1,041	(378)
Child Care Services	911,057	541,262	502,434	505,492	511,961	9,527
Child Welfare Support	85,503	85,990	54,017	54,017	54,078	60
Dept. of Ed. Residential Care	91,288	94,363	96,201	96,201	96,201	0
Foster Care Services	524,640	557,948	580,523	591,709	599,617	19,093
Foster Care Support	39,429	41,745	51,700	51,700	51,700	0
General Administration	177,074	177,487	193,400	236,285	197,877	4,477
Head Start	196,717	358	1,949	4,297	0	(1,949)
Juvenile Justice Support	10,618	8,746	12,021	15,657	16,030	4,009
Non-Secure Detention	20,454	19,217	18,413	18,413	18,359	(54)
Placements	116,072	122,109	153,847	129,184	149,464	(4,382)
Preventive Homemaking Svcs.	29,726	25,644	20,639	26,689	23,652	3,014
Preventive Services	325,204	346,838	335,814	337,217	327,110	(8,704)
Protective Services	339,037	338,939	316,740	322,968	317,735	995
Secure Detention	47,378	58,207	45,827	49,407	47,802	1,975
<b>Spending</b>						
Personal Services	\$542,513	\$552,940	\$534,109	\$515,103	\$536,647	\$2,538
Other Than Personal Services	2,606,725	2,093,420	2,124,353	2,205,430	2,149,498	25,145
<b>TOTAL</b>	<b>\$3,149,238</b>	<b>\$2,646,360</b>	<b>\$2,658,462</b>	<b>\$2,720,533</b>	<b>\$2,686,145</b>	<b>\$27,683</b>

<i>Dollars in Thousands</i>	FY19	FY20	FY21	Preliminary Plan		*Difference
	Actual	Actual	Adopted	FY21	FY22	FY21-FY22
<b>Funding</b>						
City Funds	\$1,062,610	\$948,271	\$869,413	\$828,370	\$983,699	\$114,286
Other Categorical	142	140	0	0	0	0
State	735,498	834,212	741,609	780,519	671,832	(69,777)
Federal - Community Devel't	2,963	0	0	0	0	0
Federal - Other	1,279,136	858,922	1,047,098	1,108,264	1,030,272	(16,826)
Intra City	68,888	4,817	343	3,380	343	0
<b>TOTAL</b>	<b>\$3,149,238</b>	<b>\$2,646,360</b>	<b>\$2,658,462</b>	<b>\$2,720,533</b>	<b>\$2,686,145</b>	<b>\$27,683</b>
<b>Budgeted Headcount</b>						
Full-Time Positions	7,138	7,039	7,324	6,957	7,289	(35)
Full-Time Equivalent Positions	10	20	60	51	51	(9)
<b>TOTAL</b>	<b>7,148</b>	<b>7,059</b>	<b>7,384</b>	<b>7,008</b>	<b>7,340</b>	<b>(44)</b>

*\*The difference of Fiscal 2021 Adopted Budget compared to Fiscal 2022 Executive Budget*

### Federal Funding

ACS' Fiscal 2022 Executive Budget decreases federal revenues by \$16.8 million when compared to the Fiscal 2021 Adopted Budget, falling to \$1.03 billion. The change is driven by the end of the federal Title IV-E waiver, which ACS used for its "Strong Families NYC" initiative to prevent children from entering foster care. Strong Families NYC promotes family permanency and the well-being of children through systems improvements and evidence-based therapeutic services. A total of \$54.9 million shifts from federal to City tax-levy responsibility as a result of the end of the waiver.

The budget reflects some additional revenues associated with COVID-19 response, including the Families First Coronavirus Response Act and the CARES Act. ACS has received \$8 million in payments for the first three quarters of Fiscal 2020 to increase the Title IV-E care and maintenance federal reimbursement rate. The Families First Coronavirus Response Act increased Federal Medical Assistance Percentages (FMAP) by 6.2 percent effective January 1, 2020, until the last day of the calendar year quarter in which the public health emergency period ends.<sup>1</sup>

The budget reflects \$1 million in CARES Act supplemental Title IV-B funding, which was used for enhanced telecommunications and technology hardware and software to support remote participation in caseworker visits, family team meetings and court hearings, additional family support and assistance, and PPE. ACS also received \$3.8 million from a Department of Justice (DOJ) grant funded as part of the Coronavirus Emergency Supplemental Funding under the CARES Act which the Mayor's Office of Criminal Justice (MOCJ) applied for and received on behalf of the City. DOJ funds are being used to cover costs in ACS' detention facilities, including nursing support at Crossroads and Horizon, tablets for students, contracted online tutoring, cleaning, and PPE.

The Plan does not yet allocate funding to ACS from the December 2020 stimulus, CRRSA (Coronavirus Response and Relief Supplemental Appropriations Act) or the American Rescue Plan (ARP). ACS should clarify their estimate of how much federal revenue may be allocated to ACS by the State Office of Children and Family Services (OCFS), including additional Child Care Block Grant (CCBG) funding that may impact available revenues to support voucher-based child care.

<sup>1</sup> Federal Medical Assistance Percentages (FMAP) are the percentage rates used to determine the matching funds rate allocated annually to certain medical and social service programs by the federal government.

## State Enacted Budget

The Fiscal 2022 State Executive Budget proposed a \$38.5 million annualized cost-shift to ACS beginning in Fiscal 2022, however the State Enacted Budget reversed those cuts. Despite the restorations, ACS' Fiscal 2022 Executive Budget decreases State revenues by \$69.8 million when compared to the Fiscal 2021 Adopted Budget, falling to \$671.8 million. The Fiscal 2022 budget reflects OMB's efforts to more accurately estimate State revenues, by substituting \$60 million in State funding for City tax-levy, which has no net budget impact.

## Headcount

The Administration's previously announced hiring and attrition management plan, stating one new hire for every three separations, was changed to a policy of one new hire for every two separations. As a result, the Fiscal 2022 Executive Budget increases the number of full-time positions by 40, up to 7,289, from 7,249 in the Preliminary Budget. The number of full-time equivalent positions also increases by 13, up to 51, from 38 in the Preliminary Budget.

OMB will work with ACS to minimize service impact and to ensure continuation of essential operations, which includes Child Protective Specialists and Youth Development Specialists, and the additional headcount associated with voucher eligibility and Time In Time Out (TiTo) attendance tracking, which are described below.

## New in the Executive Budget

ACS' Fiscal 2022 Executive Budget introduces five new needs totaling \$24.4 million: \$2.7 million for Fair Futures, \$9.8 million for Residential Foster Care, \$5.4 million for Time In Time Out child care attendance tracking, \$6.5 million for voucher expansion, and a net zero revenue swap for ongoing Title IV-E initiatives. The Fair Futures investment partially fulfills the Council's call in the Fiscal 2022 Preliminary Budget Response to fund this initiative at \$20 million annually.

As shown in the table to the right, ACS' new needs total \$3.9 million in Fiscal 2021, \$24.4 million in Fiscal 2022, \$20.6 million in Fiscal 2023, and \$19.2 million in Fiscal 2024 and 2025. In Fiscal 2022, City tax-levy increases by \$69.7 million,

<b>New Needs in the FY22 Executive Budget</b>					
<i>Dollars in Thousands</i>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
Fair Futures	\$0	\$2,700	\$0	\$0	\$0
Ongoing IV-E Initiatives*	\$0	\$0	\$0	\$0	\$0
Residential Foster Care	\$0	\$9,800	\$9,800	\$9,800	\$9,800
Time In Time Out	\$2,798	\$5,401	\$5,067	\$3,608	\$3,608
Voucher Expansion	\$1,135	\$6,506	\$5,781	\$5,781	\$5,781
<b>Total</b>	<b>\$3,933</b>	<b>\$24,407</b>	<b>\$20,648</b>	<b>\$19,189</b>	<b>\$19,189</b>
<i>*Net zero swap adds \$54.9 million City tax-levy to replace federal funds in Fiscal 2022.</i>					

State revenues add \$8.2 million, but federal revenues decline \$53.5 million due to the withdrawal of the Title IV-E waiver as previously discussed. A complete list of budget actions since Fiscal 2021 Adoption is found in the Appendix on page 10.

- **Fair Futures:** The budget adds \$2.7 million in Fiscal 2022 only for Fair Futures, all of which is State funding. OMB has stated that additional funds for the program are expected by Budget Adoption. The City Council called for Fair Futures in its Fiscal 2022 Preliminary Budget Response.<sup>2</sup> Fair Futures provides coaches, tutors, and other health, housing, education and employment supports for foster youth aged 11 to 21. The model increases graduation rates,

<sup>2</sup> New York City Council Response to the Fiscal Year 2022 Preliminary Budget and Fiscal Year 2021 Preliminary Mayor's Management Report, available at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2021/04/Fiscal-2022-Preliminary-Budget-Response-1.pdf>.

post-secondary enrollment, and youth self-sufficiency and has been a Council priority since the program's inception in Fiscal 2020.

- **Voucher Expansion:** The Fiscal 2022 budget adds \$1.1 million in Fiscal 2021, \$6.5 million in Fiscal 2022, and \$5.8 million in Fiscal 2023, 2024, and 2025 for a voucher expansion to help target vouchers to high needs families and provide pandemic relief for struggling families. The funding is not for new Special Child Care Funding (SCCF) vouchers. It will increase ACS headcount by 15 positions in Fiscal 2021 and 22 positions in Fiscal 2022 and in the outyears. These staff will assist with expanding voucher use and eligibility, as ACS works to reach populations that have previously found gaining access to a reliable child care voucher challenging. The initiative aims to draw down ACS' entire CCBG allocation and distribute child care subsidies more equitably.

Subject to final approval by the State, OMB approved a series of ACS proposals to issue new and extended vouchers to more pre- and post-child welfare services involved families. This includes the following:

- Voucher demonstration project to distribute new vouchers in targeted neighborhoods with successful ACS community programs, to demonstrate child care as a pre-preventive service.
- Expanding uptake among eligible homeless and post-Cash Assistance families.
- Covering homeless families' Metrocards for transportation to child care.
- Extending authorization periods.
- Expanding CCBG eligibility through State approvals for families earning less than minimum wage, children with siblings on CCBG, and families with substance use and ill/incapacitated cases, as well as expanding income eligibility from 200 percent to 265 percent federal poverty level (FPL).

This initiative reflects considerable efforts among ACS, the Department of Education (DOE), Human Resources Administration (HRA) and OMB to maximize the number of children who receive CCBG-financed vouchers.

- **Time In Time Out (TiTo).** The budget adds \$2.8 million in Fiscal 2021, \$5.4 million in Fiscal 2022, \$5 million in Fiscal 2023, and \$3.6 million in Fiscal 2024 and 2025 to implement a State mandate to track child attendance in child care hourly, rather than by full- or half-day of care. The funding supports one new position at ACS in Fiscal 2021 and 18 new positions that are baselined beginning in Fiscal 2022. Time In Time Out (TiTo) has been implemented in much of the rest of the State, and the new need ensures ACS will comply with the State mandate on time tracking. The new headcount are in payment services, supporting manual data entry and assistance on the hotline for child care providers. The hotline should support providers and ensure they are paid on time.

The funding is a mix of sources; in Fiscal 2022, there is \$2.5 million in City tax-levy, \$2.3 million in State funding, and \$600,000 in federal funding. State funding exceeds City tax-levy spending in Fiscal 2023 through 2025, with approximately \$2.8 million in State funding to \$2.2 million in City tax-levy, and approximately \$500,000 in federal support.

- **Residential Foster Care.** The budget baselines \$9.8 million in City tax-levy funding beginning in Fiscal 2022 to reflect a revised residential foster care reimbursement policy, which better supports contracted residential foster care providers' fixed costs such as security or rent. The

revised payment structure policy, which was announced in 2019, was created as a bridge to the new foster care Request for Proposals (RFP), which is anticipated to be released this spring. The new need reconciles the budget to the policy.

- **Ongoing Title IV-E Initiatives.** As previously discussed, the end of ACS's federal Title IV-E waiver results in a swap of \$54.9 million in Fiscal 2022. A total of \$54.9 million shifts from federal to City tax-levy responsibility as a result of the end of the waiver. ACS will continue to support its "Strong Families NYC" initiative to improve diversion from foster care, promote permanency, and develop evidence-based therapies.

ACS' Fiscal 2022 Executive Budget also includes \$15.5 million in other adjustments, including the following:

- **Indirect Cost Rate.** ACS' baseline budget increases by \$9.1 million beginning in Fiscal 2021 and through the outyears to support the City's Indirect Cost Rate (ICR) initiative. The increase follows the initial \$9.2 million estimate in the November 2019 Financial Plan, and the \$3.4 million baselined reduction in the Fiscal 2021 Executive Budget. The Fiscal 2022 Executive Budget brings the total amount of indirect funding at ACS at \$14.9 million. Providers are scheduled to receive 100 percent of their approved indirect funding in Fiscal 2021, instead of the previously announced cut of up to 70 percent set to be implemented this fiscal year.
- **Lease Adjustments.** ACS' Fiscal 2022 budget includes a baselined \$2.4 million lease adjustment to accommodate rental costs for ACS-managed leases.
- **CPS Mentorship.** The budget reflects \$287,000 in Fiscal 2021, \$672,000 in Fiscal 2022, \$1 million in Fiscal 2023, and \$1.3 million in Fiscal 2024 and 2025, for ACS' Child Protective Specialist (CPS) mentorship program, in coordination with the union. Experienced mentors receive a temporary salary increase, training and support in exchange for mentoring newer CPS.
- **Beacon Transfer.** ACS' baseline budget decreases by \$387,000 in Fiscal 2022 for annualized school opening fees for contracted Beacon prevention programs. ACS is moving funding to DOE for the school facilities that Beacons use. Beacons are a core component of the preventive services continuum.

ACS' Fiscal 2022 Executive Budget has no new savings initiatives. However, there is a baselined \$2.5 million revenue-maximizing PEG, as ACS claims revenue for 3-K children in DOE. There are no savings PEGs in Fiscal 2022 or in the outyears, nor are there any PEG restorations.

## Budget Issues

The following section reviews proposals raised in the Council's Fiscal 2022 Preliminary Budget Response and provides issues and concerns related to ACS' Fiscal 2022 Executive Budget.<sup>3</sup> In the Fiscal 2022 Preliminary Budget Response, the Council called for the following, which were included as part of the Fiscal 2022 Executive Budget:

- **Fair Futures.** As discussed on page 3, the Fiscal 2022 budget adds \$2.7 million in one year funding for Fair Futures. The Fiscal 2021 current budget for Fair Futures totals \$12 million,

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<sup>3</sup> New York City Council Response to the Fiscal Year 2022 Preliminary Budget and Fiscal Year 2021 Preliminary Mayor's Management Report, available at: <https://council.nyc.gov/budget/wp-content/uploads/sites/54/2021/04/Fiscal-2022-Preliminary-Budget-Response-1.pdf>.

while the Council's call for \$20 million would enhance Fair Futures, including by covering the cost of tutoring for younger teens. Moving forward, Fair Futures should be baselined with a consistent mix of State and City tax-levy funding.

- **Fund Low-Income Child Care Vouchers.** The Council's response called for an increase of \$19.8 million for subsidized low-income child care vouchers, called Special Child Care Funding (SCCF) vouchers. This addition would increase the Fiscal 2022 SCCF budget to \$26.8 million, and support approximately 3,600 vouchers.

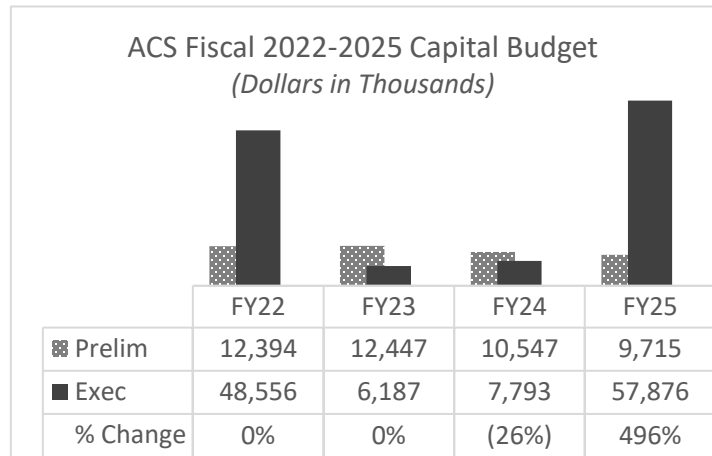
ACS continues to modify how it finances low-income vouchers in order to maximize CCBG revenue. The Fiscal 2021 Executive Budget swapped \$20 million City tax-levy for CCBG to finance low-income vouchers, leaving \$7 million City tax-levy in the SCCF baseline. The Fiscal 2021 Adopted Budget added \$4 million for SCCF vouchers, which provided approximately 550 vouchers. This resulted in the Fiscal 2021 current budget for SCCF totaling \$11 million and financing 1,500 SCCF vouchers.

- **Pay Parity for Residential Child Welfare Staff.** The budget did not include the Council's Preliminary Budget Response request for \$15.5 million for pay parity for contracted residential staff, in both juvenile justice (Close to Home) and congregate foster care settings. Case planners play a critical role in engaging the child, parents, and foster family in regular contact and working towards an appropriate permanency arrangement. Residential care programs face high turnover and staffing shortages due to low pay and staff poaching by ACS. The \$9.8 million baselined Residential Foster Care new need does not address pay parity.
- **Family Enrichment Centers (FECs).** The budget did not include the Council's call for an additional \$4 million to create eight additional Family Enrichment Centers in high need communities to address gaps in preventive services and provide aid in preventing child abuse and neglect. Primary prevention services like FECs can be an effective means of reducing contact with the child welfare system, and improving child welfare outcomes.
- **Support Foster Kinship Finding and Improved Family Visiting.** The Budget Response called for \$2.8 million to restore eight foster care pilots: four to improve the quantity and quality of family visits, and another four focused on locating kin of children entering foster care to improve the rate of kinship placements. The Fiscal 2022 budget did not restore the pilots.
- **COLA and Wage Equity for Human Service Workers.** The Council called for \$48 million to baseline a three percent cost of living adjustment (COLA) for human services workers at contracted agencies. In Fiscal 2018, the City introduced a three-year cost of living adjustment (COLA) for human services workers. The COLA expired at the end of Fiscal 2020 and was not renewed in the Fiscal 2021 Adopted Budget. The Fiscal 2022 Executive Budget did not include a baselined COLA increase for human services workers. The Council also called for the Administration to map out a plan and create a fund to achieve wage equity over the course of the Financial Plan.

## Capital Program

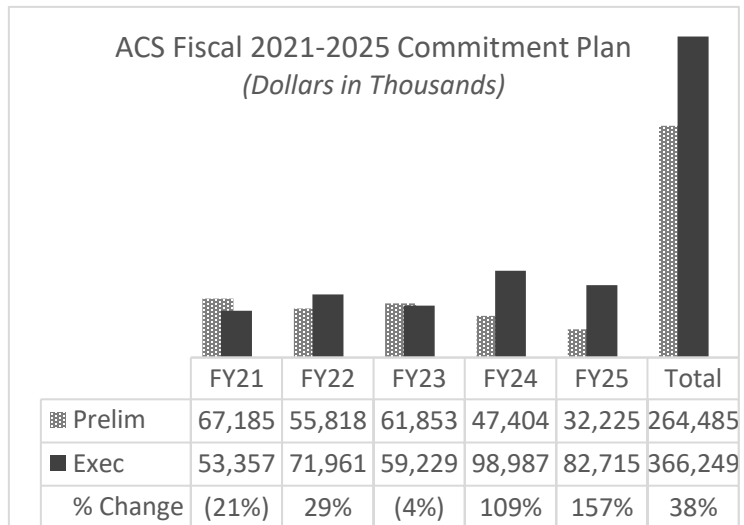
### Fiscal 2022 Executive Capital Budget for Fiscal 2022-2025

The proposed Fiscal 2022 Capital Budget for ACS is \$120.4 million across Fiscal 2022-2025, an increase from \$45.1 million in the Preliminary Capital Budget.<sup>4</sup> The substantial increase nearly triples the size of the four-year capital plan, and rolls unused appropriations from Fiscal 2021 to 2022. The substantial increase underlines the Administration’s new investments in the two secure detention facilities at Horizon and Crossroads.



### Fiscal 2022 Executive Capital Commitment Plan for Fiscal 2021-2025

ACS’ Fiscal 2022 Executive Capital Commitment Plan includes \$366.2 million in Fiscal 2021-2025, with \$53.4 million in Fiscal 2021 and \$72 million in Fiscal 2022. ACS’ Executive Commitment Plan increased by \$101.8 million, or 38 percent, when compared with the Preliminary Commitment Plan. Although Fiscal 2021 and 2023 decrease by \$13.8 million and \$2.6 million, respectively, the remaining years of the plan increase by \$16.1 million (Fiscal 2022), \$51.6 million (Fiscal 2024) and \$50.5 million (Fiscal 2025). These large additions to the outyears of the plan suggest that the forthcoming design and construction phases will be a multi-year process. The stop work orders throughout the City due to COVID-19, now lifted, impacted ACS’ ability to move forward on its major projects.



### Major Project Changes in the Executive Capital Commitment Plan

- Secure Juvenile Detention Facilities.** The Executive Commitment Plan funds \$215 million for capital construction and renovation projects related to the two secure juvenile detention facilities: Horizon in the Mott Haven neighborhood of the Bronx, and Crossroads in the Brownsville neighborhood of Brooklyn. The Plan shows a substantial increase of \$108.9 million for the major project line for renovations, which increases from

<sup>4</sup> The Capital Budget provides the required appropriations for Fiscal 2022 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.



\$106 million in the Preliminary Plan to \$215 million in the Executive Plan. The greatest share of additional funding comes in Fiscal 2024 and 2025, with over \$53 million in each year.

Following the resumption of capital projects earlier this year, ACS is now working with the Department of Design and Construction (DDC) to resume work at the facilities. The budget rolls out expenses on the facilities, in recognition that DDC is working on contracts that will allow design work to proceed later in the year, followed by construction. The additional funding shows that the Administration is prioritizing these projects.

While both Horizon and Crossroads have finished wall hardening and basic systems upgrades required for Raise the Age, ACS has stated that the additional funding will create more space for classrooms, medical and mental health services, and vocational and programming offerings. ACS is not able to provide a breakout of costs between the two facilities at this time, as the design phase will provide clarity on the breakout of actual expected spending.

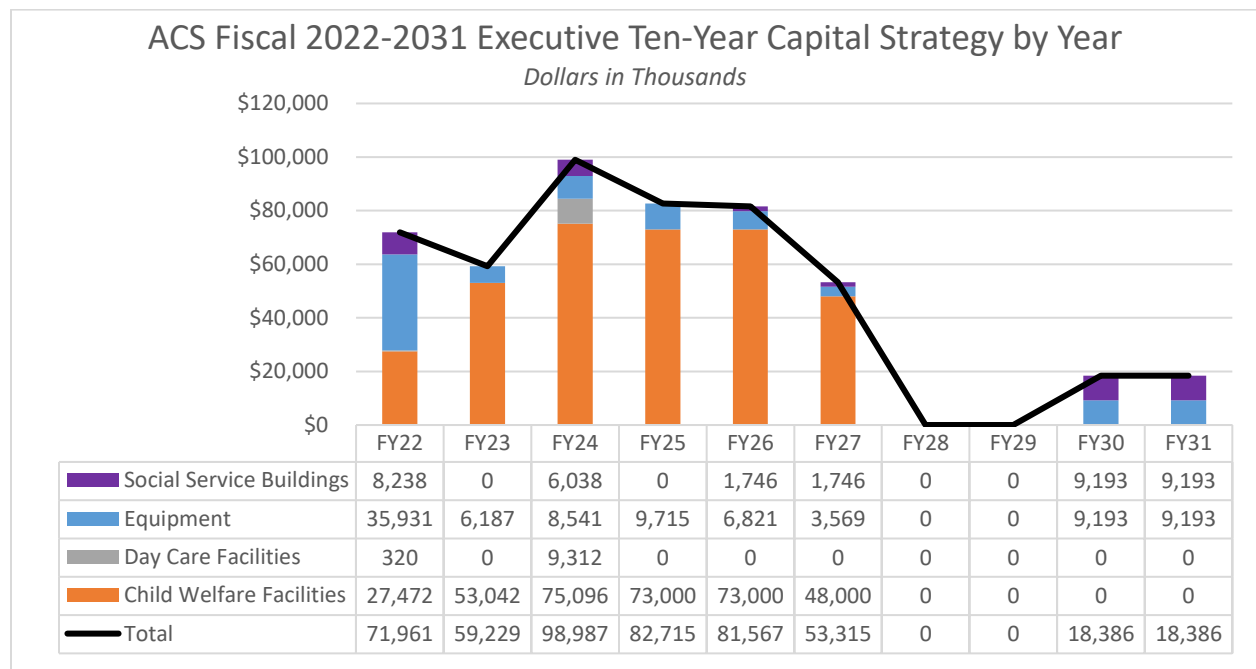
- **Field Offices.** The Executive Commitment Plan adds a total of \$10.5 million for renovation of the Bronx Division of Child Protection (DCP) office at 211 Bartow Ave. and other renovations at ACS borough field offices. The Plan adds \$3 million in Fiscal 2021, \$5.7 million in Fiscal 2022, and \$2.1 million in Fiscal 2024. Field offices will receive new flooring, ceiling systems, and modular seating. The Plan decreases funding by \$1.2 million in Fiscal 2021 for the consolidation of four Brooklyn DCP offices into one at 12 Metrotech in Brooklyn. Four main Brooklyn locations are moving to 12 Metrotech.
- **Archibus Facility Maintenance Management System.** The Plan adds \$2.8 million in Fiscal 2022 for an IT project called Archibus, which is a space plan to help ACS administration manage the footprint of their buildings. The data feeds into the system used by the Department of Citywide Administrative Services (DCAS) and should help improve space planning for ACS.

The Commitment Plan rolls partial amounts for some day care projects into the following fiscal years. There are no net changes to any Council funded projects nor are any projects removed from the Plan.

### [Fiscal 2022 Executive Ten-Year Capital Strategy for Fiscal 2022-2031](#)

ACS' Fiscal 2022 Executive Ten-Year Capital Strategy for Fiscal 2022-2031 totals \$484.5 million, an increase of \$130.9 million from the Preliminary Strategy. ACS's Ten-Year Strategy is distributed into four categories with the following totals per category:

- Child Welfare Facilities, particularly juvenile detention facilities, \$350 million;
- Equipment, including information technology and telecommunications, \$89 million;
- Social Services Buildings, central and field offices for administration, \$36 million; and
- Day Care Facilities, for the construction and renovations of day care centers, \$9.6 million.



The Strategy adds funding across the first six years, but leaves little in Fiscal 2028-2031. The Ten-Year Strategy suggests that \$60-100 million of capital activity is planned at ACS in the next five years, which is driven by the previously discussed reconstruction work at ACS’ two secure detention facilities. Capital funding associated with child welfare facilities, mainly for detention, comprises 72 percent of the total strategy.

## Appendix: Fiscal 2022 Budget Actions Since Fiscal 2021 Adoption

<i>Dollars in Thousands</i>	Fiscal 2021			Fiscal 2022		
	City	Non-City	Total	City	Non-City	Total
<b>ACS Fiscal 2021 Adopted Budget</b>	<b>\$869,413</b>	<b>\$1,789,049</b>	<b>\$2,658,462</b>	<b>\$860,795</b>	<b>\$1,781,389</b>	<b>\$2,642,184</b>
<b>New Needs – Nov. and Prelim.</b>						
None	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal, New Needs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Adjustments – Nov. and Prelim.</b>						
ACS Beacon Transfer	\$372	\$0	\$372	\$692	\$0	\$692
ACS Homemaking Extension	0	3,037	3,037	0	0	0
City Service Corps (ACS)	(40)	0	(40)	0	0	0
Citywide Discretionary Training Freeze	(77)	(121)	(198)	0	0	0
Citywide Wireless Services	(144)	(229)	(373)	(278)	(435)	(713)
FAR Flec Fund Federal Grant	0	16	16	0	0	0
Fringe Benefits Reimbursement	0	0	0	9,000	0	9,000
FROM REV TO 1100/600	0	75	75	0	0	0
FY21 Children's Center Mod	0	1,835	1,835	0	0	0
FY21 Workforce Institute Mod	0	2,094	2,094	0	0	0
FY21 OHR FUND	0	397	397	0	0	0
FY21 CESF DOJ GRANT	0	3,793	3,793	0	0	0
FY21 DCJS GRANT	0	150	150	0	0	0
Homemaking Wage Adjustment	0	2,712	2,712	0	2,712	2,712
IT Contract Savings	(19)	(30)	(49)	0	0	0
Managerial and OJ Furloughs	(466)	(689)	(1,156)	0	0	0
NFP COPS Transfer (w/ACS)	861	0	861	0	0	0
Nurse Family Partnership	0	1,511	1,511	0	0	0
OCFS Placement and OTPS Facility Services Mods	0	3,023	3,023	0	0	0
OCFS Placements Reestimate	0	18,349	18,349	0	0	0
Office Supplies Spending	(42)	(66)	(108)	0	0	0
Preventive Claiming Mod	0	1,718	1,718	0	1,718	1,718
Printing Reduction	(246)	(392)	(638)	0	0	0
TANF/FFFS State Cut	(9,301)	9,301	0	(9,301)	9,301	0
Vehicle Purchase Freeze	(75)	(118)	(193)	(137)	(218)	(355)
<b>Subtotal, Other Adjustments</b>	<b>(\$9,177)</b>	<b>\$46,363</b>	<b>\$37,186</b>	<b>(\$24)</b>	<b>\$13,078</b>	<b>\$13,054</b>
<b>Savings Program – Nov. and Prelim.</b>						
Fringe Benefits Reimbursement	\$0	\$0	\$0	(\$9,000)	\$0	(\$9,000)
Hiring and Attrition Management	(1,320)	(4,134)	(5,454)	0	0	0
Overtime Reduction	(5,000)	(7,980)	(12,980)	0	0	0
Prior Year Revenue	(30,000)	30,000	0	0	0	0
<b>Subtotal, Savings Program</b>	<b>(\$36,320)</b>	<b>\$17,886</b>	<b>(\$18,434)</b>	<b>(\$9,000)</b>	<b>\$0</b>	<b>(\$9,000)</b>
<b>TOTAL, All Changes - Nov. and Prelim.</b>	<b>(\$45,497)</b>	<b>\$64,249</b>	<b>\$18,752</b>	<b>(\$9,024)</b>	<b>\$13,078</b>	<b>\$4,054</b>
<b>ACS Fiscal 2022 Preliminary Budget</b>	<b>\$823,916</b>	<b>\$1,853,299</b>	<b>\$2,677,215</b>	<b>\$851,771</b>	<b>\$1,794,467</b>	<b>\$2,646,238</b>
<b>New Needs – Exec.</b>						
Fair Futures Funding	\$0	\$0	\$0	\$0	\$2,700	\$2,700
Ongoing IV-E Initiatives	0	0	0	54,900	(54,900)	0
Residential Foster Care	0	0	0	9,800	0	9,800
Time In Time Out	1,277	1,521	2,798	2,479	2,922	5,401
Voucher Expansion	441	694	1,135	2,528	3,978	6,506
<b>Subtotal, New Needs</b>	<b>\$1,718</b>	<b>\$2,215</b>	<b>\$3,933</b>	<b>\$69,706</b>	<b>(\$45,299)</b>	<b>\$24,407</b>

<i>Dollars in Thousands</i>	Fiscal 2021			Fiscal 2022		
	City	Non-City	Total	City	Non-City	Total
<b>Other Adjustments – Exec.</b>						
Additional Compensation Fund	\$8	\$11	\$19	\$8	\$11	\$19
Beacon Transfer Adjustment	0	0	0	(387)	0	(387)
City Service Corps (ACS)	(8)	0	(8)	(5)	0	(5)
CPS Mentorship Program	116	171	287	272	400	672
CRF Revenue	0	26,354	26,354	0	0	0
CRF Reversal	0	(13,177)	(13,177)	0	0	0
Family First Transition Funds	0	1,577	1,577	0	0	0
FY19ACSCWE1	0	3,379	3,379	0	0	0
FY20ACSCCBG_E	0	2,000	2,000	0	0	0
Heat, Light and Power	(205)	0	(205)	668	0	668
Indirect Rates	0	9,094	9,094	0	9,094	9,094
Lease Adjustment	0	0	0	1,167	1,274	2,441
MS Enterprise Licensing Agreement Realignment	855	0	855	0	0	0
OEO Funding Adjustment	0	0	0	400	0	400
Revenue Maximization	0	2,500	2,500	0	2,500	2,500
STATE PORT 4703	0	450	450	0	0	0
State Revenue Realignment	0	0	0	60,000	(60,000)	0
STSJP Revenue	0	4,290	4,290	0	0	0
STSJP Transfer	1,969	0	1,969	0	0	0
YMI Funding Adjustment	0	0	0	100	0	100
<b>Subtotal, Other Adjustments</b>	<b>\$2,736</b>	<b>\$36,649</b>	<b>\$39,386</b>	<b>\$62,222</b>	<b>(\$46,720)</b>	<b>\$15,502</b>
<b>Savings Program – Exec.</b>						
None	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal, Savings Program</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL, All Changes - Exec.</b>	<b>\$4,454</b>	<b>\$38,864</b>	<b>\$43,318</b>	<b>\$131,928</b>	<b>(\$92,020)</b>	<b>\$39,909</b>
<b>ACS Fiscal 2022 Executive Budget</b>	<b>\$828,370</b>	<b>\$1,892,164</b>	<b>\$2,720,534</b>	<b>\$983,699</b>	<b>\$1,702,447</b>	<b>\$2,686,146</b>