



**Children's  
Services**

**PUBLIC-PRIVATE PARTNERSHIPS: A FEW  
MODEST PROPOSALS FROM NEW YORK  
CITY**

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## Overview

- I. Models of Privatization: By Function, By Role, By Purpose, By Financing
- II. Principles of Effective Public/Private Partnerships
- III. Public-Private Partnership in New York City: History, Roles, Attitudes Over Time
- IV. Visions Are Not Enough: A Modest Beginning in One Jurisdiction



# I. Models of Privatization: By Function, By Role, By Purpose, By Financing

- By Function
  - a) CPS
  - b) Family Services
  - c) Foster Care
  - d) Residential Treatment



- By Oversight Role
  1. Case Management a Public Agency Responsibility
  2. Shared Case Management
  3. Designated Case Management



- By Financing Design
  1. Per Diem (One night in an agency bed)
  2. Results (Fewer Steps-ups Lead To More \$)
  3. Case (Managed Care)



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- By Purpose
  1. Presumed Better Service by Private Agencies
  2. Response to Perceived Public Agency Failures
  3. Cost Savings



## II. Principles of Effective Public/Private Partnerships

- In Child Welfare Ideology is Dangerous
- THE WORK IS THE WORK IS THE WORK
- There Must be Shared Power in Current Relationship
- The Challenges Are the Same
- Private Agencies Have Strengths and Weaknesses
- Most System Weaknesses Have Shared Causes
- There Are Critical Public Functions
- Media and Political Leaders will Sell Privatization as a Cost Saving Initiative
- Partnership must be Built Together
- Partnership without Accountability is Empty



### III. Public-Private Partnership in New York City: History, Roles, Attitudes Over Time

- Historical Background
- Key Issues (Oversight; Case Responsibility, Funding)
- 1996-2004
- 2005-20009



## IV. Visions Are Not Enough: A Modest Beginning

### A. Patterns of Accountability

- Case Management
- New Role – Agency Program Assistance
- New Role – Family Conferencing

### B. Patterns of Financing

- Reinvestment
- Flexibility

### C. Practice as a Shared Responsibility

### D. System is Focused on Results