

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner



WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including cash assistance, Supplemental Nutritional Assistance Program benefits (food stamps), Medicaid, and Child Support Services. HRA also provides homelessness prevention, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. New initiatives include a redesigned employment model for clients emphasizing individualized assessment, training and education, including access to four-year college and sustainable jobs; a system of appointment reminders and rescheduling options for cash assistance and SNAP clients; elimination of processes that led to unnecessary case sanctions for clients who were willing to comply with work rules; and Benefits Re-engineering, which incorporates on-line benefits application and recertification. During Fiscal 2015, HRA expanded programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expedited access to rental arrears benefits, an increased presence in Borough Housing Courts and Department of Homeless Services (DHS) sites, and the creation of seven new rental assistance programs for homeless families and adults in partnership with DHS and New York State.

OUR SERVICES AND GOALS

SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

- Goal 1a Provide access to cash assistance benefits for all eligible children and adults.
- Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.
- Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

- Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.
- Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.
- Goal 2c Provide access to child support services for eligible parents and their children.

SERVICE 3 Reduce homelessness among children and adults.

- Goal 3a Provide HRA homelessness prevention benefits and services to eligible children and adults.
- Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

- Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.

Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

HRA provides economic support to eligible New Yorkers and works to ensure that eligible clients continue to receive appropriate services. While the unduplicated number of persons receiving cash assistance during the fiscal year remained flat, the number of persons receiving assistance during June 2015 was 360,000 compared to 337,000 the previous June, a 6.8 percent increase. The fact that the unduplicated 12-month number was virtually unchanged and that cash assistance applications during the year were 9.5 percent lower in Fiscal 2015 compared to Fiscal 2014, indicates that the reduction in “churning”, or the unnecessary interruptions in benefits, did not increase the caseload overall. Churning is the result of bureaucratic processes that inappropriately deny eligibility for cash assistance for short periods.

Of the total number of persons receiving cash assistance in June, those receiving one-time emergency assistance increased by 48.2 percent, while those receiving monthly recurring assistance increased by 6.2 percent for the reasons described above. The increase in one-time assistance was primarily due to additional grants for rent arrears to avoid eviction and for utility arrears payments. A new focus at HRA on homeless prevention initiatives during 2015 provided access to this assistance to more families and individuals through channels including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

Due to HRA’s commitment to eliminating unnecessary punitive actions, cases in the sanction process declined by 1.5 percentage points and those cases with an actual sanction (a grant reduction for non-compliance with administrative requirements) declined by 1.7 percentage points. Preventing unnecessary negative actions allows clients to avoid delays in accessing services, finding jobs and moving into sustainable employment.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★Cash Assistance unduplicated caseload (12-month) (000)	NA	NA	607.0	589.1	591.1	*	*	Neutral	NA
★Persons receiving cash assistance (000)	355.6	353.3	357.2	337.0	360.0	*	*	Neutral	Neutral
Persons receiving recurring assistance (000)	350.6	347.5	352.0	331.3	351.7	*	*	Neutral	Neutral
Persons receiving emergency assistance (000)	5.0	5.8	5.1	5.6	8.3	*	*	Neutral	Up
Cash assistance applications (000)	NA	NA	NA	385.1	348.5	*	*	Neutral	NA
Cash assistance application acceptance rate (%)	NA	NA	NA	45.7%	50.9%	*	*	Neutral	NA
Cash assistance cases in sanction process (%)	NA	NA	NA	6.3%	4.8%	*	*	Neutral	NA
Cash assistance cases in sanction status (%)	NA	NA	NA	5.2%	3.5%	*	*	Neutral	NA
★Cash assistance caseload (point in time)(000)	191.6	190.3	193.1	182.4	192.4	*	*	Neutral	Neutral
★Cash assistance application timeliness rate (%)	94.4%	94.5%	92.6%	93.6%	94.4%	96.0%	96.0%	Up	Neutral

★ Critical Indicator “NA” - means Not Available in this report ↕ shows desired direction

Goal 1b Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

As SNAP participation declines nationally and locally, HRA continues to streamline the SNAP application and recertification process and conduct outreach with the goal of reaching all New Yorkers who can benefit from SNAP. In April 2015, a new online SNAP recertification was released through ACCESSNYC, the New York City on-line social services access portal. HRA also redesigned the online SNAP application during Fiscal 2015, and both application and recertification may now be completed without an in-person visit to a local SNAP center. Further process improvements are in development. In 2015, 71.5 percent of SNAP applications were filed electronically, a nearly 13 percentage point increase over the previous year.

SNAP application timeliness declined by 5.8 percentage points during Fiscal 2015. An increase in use of phone interviews impacted processing times because phone interviews require follow-up document verification and are more likely to be

rescheduled due to client unavailability than in-person interviews. HRA is planning benefits access improvements such as on-demand phone interviews and mobile eligibility document upload, which are expected to reduce the need for rescheduling and improve application timeliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,830.9	1,834.2	1,873.5	1,755.8	1,706.7	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	408.9	404.4	408.6	385.9	402.1	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.1	1,159.4	1,189.0	1,098.7	1,039.0	*	*	Neutral	Down
- SSI persons receiving SNAP benefits (000)	262.9	274.4	275.9	271.3	265.6	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	4.44%	6.10%	5.55%	6.81%	NA	6.00%	6.00%	Down	NA
★ SNAP application timeliness rate (%)	96.8%	95.2%	96.0%	87.2%	81.4%	90.6%	90.6%	Up	Down
SNAP applications filed electronically (%)	NA	NA	NA	58.7%	71.5%	*	*	Neutral	NA

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Goal 1c Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Enrollment in the Medicaid program that is administered by HRA declined by 15.5 percent overall and by 22.1 percent in the Medicaid-only program during 2015. This decline is the continued result of the New York State (NYS) takeover of Medicaid administration through the NYS Health Care Exchange. Further declines are expected as NYS phases in control over more of the program, as part of its multi-year redesign of Medicaid and public health insurance programs. Those Medicaid applications that are still processed by HRA saw an increase of 4.8 percentage points in timeliness processing during the period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Medicaid enrollees administered by HRA (000)	2,912.7	3,006.5	3,085.6	2,808.0	2,371.7	*	*	Neutral	Down
- Medicaid-only enrollees administered by HRA (000)	2,150.9	2,241.6	2,317.8	2,064.4	1,608.1	*	*	Neutral	Down
★ Application timeliness rate for Medicaid administered by HRA (%)	98.9%	99.4%	98.3%	91.7%	96.5%	99.4%	99.4%	Up	Neutral

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SERVICE 2 Increase financial independence and upward mobility out of poverty through employment, education, skills enhancement, job search, job placement, wellness services and other supports.

Goal 2a Increase the proportion of cash assistance recipients who obtain and retain paid employment.

HRA continues to assist cash assistance (CA) applicants, recipients and child support non-custodial clients to obtain employment. During 2015, 46,600 clients obtained a job or were placed in a job while receiving services from HRA compared to 48,100 clients in Fiscal 2014, a decline of 3.1 percent. Most of the decline can be attributed to delayed activity in 2013 when new contracts were initiated, which then resulted in a one-time increase in placements by vendors in early 2014. During the second half of Fiscal 2015, the number of job placements was almost exactly the same as the second half of Fiscal 2014, 22,540 compared to 22,537. The percent of clients who obtained a job, and maintained a job or did not return to CA, was 73.9 percent for 180 days and 64.2 percent for 12 months. HRA's new approach to employment services emphasizes individual assessments, greater access to training and education, literacy programs and other strategies that

lead to stable employment. It is intended to reduce the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages.

For the federal fiscal year ending September 2014, the City's federal family work participation rate was 33.9 percent. Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutorily required participation rate is 50 percent for all families, but this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF-related programs. New York State's effective requirement was substantially less than 50 percent due to these adjustments, with HRA's efforts significantly contributing to the state being able to achieve its adjusted rate.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Clients whom HRA helped obtain employment (000)	NA	NA	NA	48.1	46.6	↑	↑	Up	NA
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	NA	NA	NA	74.5%	73.9%	80.0%	80.0%	Up	NA
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	NA	NA	NA	64.2%	*	*	Up	NA
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	16.2%	19.0%	20.7%	↑	↑	Up	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	23.7%	24.3%	25.5%	↑	↑	Up	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	36.2%	34.2%	34.1%	33.9%	NA	34.0%	34.0%	Up	NA

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Goal 2b Provide wellness, rehabilitation and employment services to cash assistance recipients with special needs to assist them to become healthy enough to work, or to obtain federal disability benefits if they are unable to work.

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) assists cash assistance clients with barriers to employment to achieve self-sufficiency in the work force and assists those who have disabilities to apply for federal disability benefits. As of June 2015, there were 46,510 clients assigned to the WeCARE program, 59.6 percent more than in the prior fiscal year. This increase is due to a large backlog in assessing clients during 2015 that built up during settlement negotiations to resolve many years of litigation related to HRA services for clients with disabilities. The litigation was settled during Fiscal 2015 and HRA will be working in 2016 to implement new processes for clients with disabilities, including WeCARE participants.

WeCARE also helps those who have disabilities to apply for Federal Disability Assistance. The number of federal disability awards granted to clients assisted by WeCARE was 2,929 in Fiscal 2015, slightly less than in 2014. New, dedicated SSI appeals services contracts in 2016 are expected to improve SSI award rates.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Total WeCARE cases	24,395	25,454	33,280	29,138	46,510	*	*	Neutral	Up
★ Number of WeCARE federal disability awards	6,305	4,957	3,739	2,950	2,929	*	*	Neutral	Down

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Goal 2c

Provide access to child support services for eligible parents and their children.

In Fiscal 2015, the number of new child support orders was stable compared to 2014 and the proportion of cases with active orders increased slightly compared with the prior year. The amount of child support collected on behalf of custodial parents and their children increased by \$6.6 million this year. As of April 2015, NYS changed the methodology for reporting the amount of obligations that are owed and no longer adjusts that amount when the original order is administratively adjusted by a judge or HRA for reasons such as the emancipation of a child. This methodological change resulted in a calculation that shows a lower percentage of obligations collected in 2015 compared to the prior year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Total new Support Orders obtained	14,236	14,988	17,981	20,286	20,351	*	*	Up	Up
Total Child Support Cases with Active Orders (End of Period)	281,796	287,832	287,426	285,173	283,114	*	*	Up	Neutral
★ Child support cases with orders of support (%)	69.7%	70.1%	70.1%	71.5%	73.2%	74.0%	74.0%	Up	Neutral
★ Current obligations collected (%)	67.7%	69.8%	70.9%	84.4%	68.4%	71.0%	60.0%	Up	Neutral
Child support collected (\$000,000)	\$718.3	\$748.8	\$735.6	\$741.7	\$748.3	\$742.0	\$750.0	Up	Neutral

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SERVICE 3 Reduce homelessness among children and adults.

Goal 3a

Provide HRA homelessness prevention benefits and services to eligible children and adults.

HRA provides homelessness prevention assistance, including access to emergency benefits for payment of rental arrears and ongoing rental assistance at Job Centers, Housing Courts and DHS PATH and HomeBase locations. Of those HRA clients who received homelessness prevention services at PATH, 16.3 percent were successfully diverted from entering the shelter system on the day they received the service. During 2015, HRA and DHS changed their processes so that HRA served only those applicants who were not successfully diverted by DHS at an initial intake. This change reduced the number of clients referred to HRA staff, and more of the applicants that were referred to HRA at PATH faced complex situations and could not be diverted at intake, resulting in a decline in the diversion rate compared to Fiscal 2014. HRA continues to strengthen its role at PATH by offering a wider array of services, including rental assistance.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions, increased by 7,226 or 12.5 percent during the period, and the percentage of Emergency Assistance Requests approved increased by 7.7 percentage points. In 2015, the HRA took over responsibility for contracts providing legal assistance to low income tenants facing eviction in Housing Court and was able to assist 8,900 with legal representation or advice.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ HRA clients successfully diverted at PATH from entering a homeless shelter (%)	NA	20.6%	23.5%	28.5%	16.3%	*	*	Neutral	NA
Requests for Emergency Assistance at the Rental Assistance Unit	NA	NA	NA	57,912	65,138	*	*	Neutral	NA
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	NA	NA	66.5%	74.2%	*	*	Neutral	NA
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	NA	NA	8,900	*	*	Neutral	NA

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Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require services within the community or placement in emergency DV shelters when necessary. HRA helps families residing in DV shelters find permanent housing through various programs including the new Living in Communities (LINC) programs. With the start of LINC during Fiscal 2015, eligible families residing in an HRA DV shelter who are awaiting a LINC placement are allowed to remain in the shelter beyond the normal 180-day time limit. This policy resulted in less short-term turnover in the HRA shelters, reducing the available capacity for new families found eligible for DV services at PATH by 29.9 percentage points.

During 2015, the average non-residential domestic violence (DV) caseload decreased from 3,468 to 3,036, a decline of 12.5 percent compared to the prior year. This decrease is due to the phase in of new contracts in April 2015. Providers are in the process of increasing capacity to contractual levels and are expected to increase service levels during Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	79.8%	83.5%	80.8%	78.5%	48.6%	*	*	Neutral	Down
Domestic violence non-residential services programs active caseload	2,849	3,065	3,279	3,468	3,036	*	*	Up	Up
Average number of families served per day in the domestic violence shelter program	773	766	755	769	786	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	2,228	2,228	*	*	Neutral	Neutral

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SERVICE 4 Provide support services for eligible vulnerable and/or frail children and adults and for children and adults with disabilities.

Goal 4a Ensure that all eligible vulnerable and/or frail children and adults and children and adults with disabilities receive services to resolve immediate risk and provide ongoing assistance to enhance their safety and independence.

There was a 2.3 percent increase in the number of referrals for Adult Protective Services (APS) and a 13 percent increase in the number of APS cases eligible for services during 2015. The percentage of people visited within three working days of referral was 94.3 percent, a 5.5 percentage point decline, and the percentage of assessment cases accepted or denied within 60 days declined by 9.6 percentage points. During Fiscal 2015, APS implemented a new case management system and is engaging a consultant to review all of its business processes, to enhance client services going forward.

In Fiscal 2015, the average number of days to initiate home attendant and housekeeper services was 24.6 days. While this is an increase of approximately 10.5 days from the prior year, the Fiscal 2014 average reflects a one-time reduction in case processing time that occurred when NYS transferred certain Medicaid-eligible cases out of the State's program back into HRA's program. In Fiscal 2015, HRA remains below the State target of 30 days and services were still initiated more quickly than in any prior year except Fiscal 2014.

The HIV/AIDS Services Administration (HASA) caseload remained stable between Fiscal 2014 and 2015. The time taken to conduct the application review for ongoing enhanced housing benefits was 9.5 percent faster, while the time to issue the benefits to eligible clients also remained stable and was well within the target of 15.5 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Adult Protective Services (APS) assessment cases	3,159	3,050	3,419	3,723	3,905	*	*	Neutral	Up
★ Individuals referred to an APS field office visited within three working days (%)	99.7%	99.7%	99.8%	99.8%	94.3%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	98.5%	98.8%	98.4%	88.8%	*	*	Up	Neutral
★ APS cases eligible for services	6,113	6,227	6,098	5,406	6,107	*	*	Neutral	Neutral
Total referrals received for APS	19,525	20,791	22,055	23,657	24,203	*	*	Neutral	Up
★ Personal care services - average weekly billable hours	47.8	48.4	49.9	48.1	43.6	*	*	Neutral	Neutral
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Up	Neutral
★ Average days to initiate home attendant and house-keeper services for all cases	NA	33.1	27.5	14.1	24.6	30.0	30.0	Down	NA
Cases receiving home care services	88,722	99,716	116,883	118,120	122,173	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,800	5,797	5,491	5,385	5,033	*	*	Neutral	Down
★ Individuals receiving HASA services	32,618	32,427	32,442	32,288	32,110	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	81.4%	83.7%	84.3%	84.0%	84.7%	*	*	Neutral	Neutral
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	6.0	7.9	7.0	8.4	7.6	8.0	8.0	Down	Up
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.6	17.3	14.5	14.1	14.2	15.5	15.5	Down	Down

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AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In Fiscal 2015, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through the Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of prescription drug fraud, recovery of monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. During Fiscal 2015, the amounts collected and costs avoided remained stable for Cash Assistance and SNAP cases, and decreased by 24.1 percent for Medicaid, compared to Fiscal 2014. The major reason for the decline is that Medicaid cases are now being managed by the State. As a result, HRA has a smaller caseload against which to conduct recovery and cost avoidance activities. In addition, Fiscal 2014 included an exceptionally large single case identified with \$27.5 million in provider fraud, which made the total in Fiscal 2014 unusually high.

Fair Hearings HRA is committed to eliminating unnecessary punitive administrative actions that negatively affect clients. NYS Administrative Fair Hearings are held when HRA clients dispute an Agency finding, usually related to eligibility or benefits. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 16.8 percent between fiscal years 2014 and 2015. Of the hearings that were held and determinations made, 5.2 percent resulted in HRA's decisions being upheld. While this was a decrease of 1.8 percentage points from the prior fiscal year, ongoing reforms are expected to continue to reduce the number of Fair Hearings requested, as well as increase the number of disputed issues which are settled prior to the hearing. These adjustments are expected to improve the rate of decisions that are upheld over time. The upheld rate has been affected by HRA's settlement of substantial numbers of issues in pending hearings. Settling more issues prior to hearings helped HRA to address a backlog that had built up in prior years and to avert a penalty of up to \$10 million imposed under a 2014 State law to address the backlog, but also impacted the fair hearing win rate.

Motor Vehicle Crashes HRA has 231 vehicles in its fleet and 1,421 authorized drivers, of whom 176 have authorization for daily use of a vehicle. During 2015, the number of motor vehicle accident reports filed by HRA drivers decreased 30.6 percent from 62 to 43 compared to Fiscal 2014. To reduce accidents, HRA holds defensive driver classes geared for new drivers. Those who drive at least once a week take the classes at least once every three years. HRA also has a review committee that meets quarterly to review crashes and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable accidents include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident.

Employee Injuries For Fiscal 2015, 170 Workers' Compensation Reports were filed due to workplace injuries, a decline of 13.3 percent compared to the 196 such reports filed in Fiscal 2014. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2015, 20 were the result of assaults committed on workers at HRA worksites or on field visits, compared to 32 such injury reports filed in 2014. HRA conducts annual workshops on workplace safety and a strong emphasis is placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	NA	\$197.88	\$205.09	\$224.89	\$170.79	↑	↑	Up	NA
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	NA	\$177.8	\$180.7	\$182.1	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	NA	\$29.6	\$29.6	\$29.7	*	*	Up	NA
Fair Hearings requested	NA	NA	NA	396,196	329,469	*	*	Neutral	NA
Fair hearings upheld (%)	NA	NA	NA	7.0%	5.2%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	80.2%	78.3%	71.9%	72.8%	74.2%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	99.0%	100.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	70.0%	71.3%	67.7%	69.4%	71.0%	*	*	Up	Neutral
Collisions involving City vehicles	43	53	43	62	43	*	*	Down	Neutral
Workplace injuries reported	203	195	194	196	170	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	NA	NA	NA	NA	1,224	*	*	Neutral	NA

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AGENCY CUSTOMER SERVICE

The percentage of telephone calls answered within 30 seconds fell from 69.7 percent to 65.8 percent during 2015. HRA continues work to improve performance in this area and during the second half of Fiscal 2015 there was 4.7 percentage point increase in performance compared to the same period in 2014. The slower response time for 2015 is due to both an increase in the volume of calls and an increase in calls that take more time to resolve client concerns. For example, there was a 24 percent increase in call volume in Fiscal 2015 compared to Fiscal 2014 for Infoline and the Office of Constituent Communications. Ongoing technology improvements, part of HRA's Benefits Re-engineering initiative, will allow clients to access more information online, which, along with staffing redeployment, is expected to reduce the volume of telephone inquiries and wait times.

The drop in completed requests for interpretation by 207,174 is not a reflection of service decline, but was due to a problem in the reporting system that occurred when new software was installed. Work is underway to repair the reporting system so that the correct number of requests can be reported in future reports.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Customer Experience									
Completed requests for interpretation	914,256	732,605	1,016,101	1,116,886	909,712	*	*	Neutral	Up
Letters responded to in 14 days (%)	67.9%	76.2%	77.8%	87.3%	80.5%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	89.4%	93.3%	95.5%	96.2%	93.5%	90%	90%	Up	Neutral
Average customer in-person wait time (minutes)	58.3	57.8	48.2	39.9	42.2	60	60	Down	Down
CORE facility rating	79	80	83	90	90	80	80	Up	Up
Calls answered in 30 seconds (%)	45.7%	56.6%	63.6%	69.7%	65.8%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	NA	88.0%	91.0%	92.0%	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	
Expenditures (\$000,000) ²	\$8,068.8	\$9,391.2	\$9,513.8	\$9,531.1	\$9,728.7	\$9,878.9	\$9,787.1	Up
Revenues (\$000,000)	\$26.9	\$39.8	\$47.0	\$50.1	\$50.0	\$41.8	\$41.8	Up
Personnel	13,840	13,948	13,808	13,559	13,690	14,557	14,495	Neutral
Overtime paid (\$000,000)	\$21.9	\$18.6	\$20.8	\$22.3	\$18.1	\$18.1	\$18.1	Neutral
Capital commitments (\$000,000)	\$23.7	\$22.7	\$14.3	\$64.6	\$88.6	\$134.4	\$39.4	Up
Human services contract budget (\$000,000)	\$599.3	\$636.6	\$548.3	\$367.4	\$551.3	\$743.5	\$540.4	Down
Work Experience Program (WEP) participants assigned	1,213	901	547	563	226	*	*	Down

¹Authorized Budget Level "NA" - Not Available in this report ²Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA added new indicators related to Cash assistance cases, SNAP cases, employment services, homelessness prevention, legal services and fair hearings. The indicators are: 'Cash Assistance applications', 'Cash Assistance Application Acceptance Rate (%)', 'Cash Assistance cases in sanction process (%)', 'Cash Assistance cases in sanction status (%)', 'SNAP applications filed electronically (%)', 'HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)', 'HRA clients successfully diverted at PATH from entering a homeless shelter (%)', 'Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court', 'Fair Hearings requested', and 'Applications filed with the United States Citizenship and Immigration Services.'
- HRA renamed the existing 180 day job retention indicator to be consistent with the new 12-month retention indicator: 'HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%).'
- HRA recalculated the indicator 'Current obligations collected (%)' because as of April 2015, NYS changed the methodology for reporting the amount of obligations that are owed and no longer adjusts that amount when the original order is administratively adjusted by a judge or HRA for reasons such as the emancipation of a child.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year): <http://www.nyc.gov/html/hra/html/facts/facts.shtml>

For more information on the agency, please visit: www.nyc.gov/hra.

