

# 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 (CA), the Supplemental Nutritional Assistance Program (SNAP), Medicaid, and Child Support Services. HRA also provides homelessness prevention and rental assistance, 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. HRA's redesigned employment model emphasizes individualized assessment, training and education, includes access to four-year college and sustainable jobs and eliminated processes that led to unnecessary case sanctions for clients willing to comply with work rules. HRA's Benefits Re-engineering initiative uses technology to streamline the SNAP/food stamps and cash assistance (CA) eligibility processes and to promote a no-wrong door approach that allows access to online services outside of HRA's traditional offices. HRA's homelessness prevention efforts include expanded anti-eviction, anti-harassment and civil legal service contracts; expedited access to rental arrears benefits and new supportive housing development and rental assistance programs for homeless families and adults in partnership with the Department of Homeless Services (DHS), the federal government and New York State.

## OUR SERVICES AND GOALS

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### **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.

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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.
- 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.

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### **SERVICE 3 Reduce homelessness among children and adults.**

- Goal 3a Provide 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.

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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.

# HOW WE PERFORMED IN FISCAL 2016

## 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 through the cash assistance program, which includes federally funded Temporary Assistance for Needy Families (TANF) and the joint New York State/New York City Safety Net Assistance Program. The total unduplicated number of persons receiving cash assistance over the course of the fiscal year was 601,800, with 492,900 receiving recurring benefits and 108,900 receiving non-recurring emergency assistance. While this was a 1.7 percent increase in the unduplicated recurring caseload and a 2.3 percent increase in the number receiving one-time emergency assistance, the number of cash assistance applications was 330,600 in Fiscal 2016, 5.1 percent fewer than in the previous year. The downward trend in applications and the relatively stable unduplicated caseload suggests that policy changes to eliminate unnecessary punitive actions has reduced the “churning” cycle of application and re-application, providing eligible households with more consistent support through uninterrupted access to benefits. Comparison of the 12-month unduplicated caseload as of January 2014 to June 2016 shows a decline from 602,984; and comparison of the 12-month recurring unduplicated caseload as of January 2014 to June 2016 shows a decline from 501,081. The unduplicated 12-month recurring caseload has been stable at approximately 500,000 every year since Fiscal 2009.

In June 2016, the number of persons receiving cash assistance during the month was 369,500, 2.6 percent higher than the same month in the prior fiscal year. Of these, 361,400 children and adults were receiving ongoing assistance and 8,200 were receiving one time emergency benefits. This form of assistance is primarily for rent arrears to avoid eviction and/or for utility arrears payments to avoid shut-offs. HRA’s focus on homeless prevention has expanded to more families and individuals through various channels including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

The percent of cases in the sanction process declined by 0.8 percentage points and the percent of those cases with an actual sanction (a grant reduction for non-compliance with administrative requirements) declined by 2.3 percentage points. The decline in sanctions is related to changes in New York State law that modified the conciliation process and allows clients who are at risk of sanction but are willing to comply with employment requirements to more quickly return to the caseload and into employment and education programs that can help them find jobs and sustainable employment.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Cash assistance unduplicated number of persons (12-month)(000)	NA	607.0	589.1	591.1	601.8	*	*	Neutral	NA
Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	NA	NA	489.9	484.6	492.9	*	*	Neutral	NA
Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	NA	NA	99.2	106.4	108.9	*	*	Neutral	NA
★Cash assistance caseload (point in time)(000)	190.3	193.1	182.4	192.4	196.1	*	*	Neutral	Neutral
★Persons receiving cash assistance (000)	353.3	357.2	337.0	360.0	369.5	*	*	Neutral	Neutral
Persons receiving recurring assistance (000)	347.5	352.0	331.3	351.7	361.4	*	*	Neutral	Neutral
Persons receiving emergency assistance (000)	5.8	5.1	5.6	8.3	8.2	*	*	Neutral	Up
Cash assistance applications (000)	NA	377.9	385.1	348.5	330.6	*	*	Neutral	NA
Cash assistance application acceptance rate (%)	NA	NA	45.7%	50.9%	51.2%	*	*	Neutral	NA
Cash assistance cases in sanction process (%)	NA	NA	6.3%	4.8%	4.0%	*	*	Neutral	NA
Cash assistance cases in sanction status (%)	NA	NA	5.2%	3.5%	1.2%	*	*	Neutral	NA
★Cash assistance application timeliness rate (%)	94.5%	92.6%	93.6%	94.4%	97.5%	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 of June 2016, the number of persons receiving SNAP benefits remained stable at nearly 1.7 million compared to June 2015. During Fiscal 2016 73.4 percent of SNAP applications were filed electronically, a nearly 2.0 percentage point increase over the previous year. HRA continues initiatives to increase access to SNAP benefits by streamlining the application process and increasing self-service options. HRA provides application and recertification online and in Fiscal 2016 introduced client-initiated scheduling for interviews and mobile document uploads for smartphones and tablets, which allows clients to submit documents without coming into the center. In Fiscal 2017 HRA will expand client-initiated scheduling citywide and will enhance ACCESS NYC, the New York City online social services access portal, to allow clients to view case and benefit information online, submit changes to their cases on-line and to opt-in to receive e-notices.

SNAP application timeliness showed an increase of 12.5 percentage points during Fiscal 2016. The improvement is a result of HRA's efforts to streamline the eligibility process with the continued rollout of client self-service options.

The cumulative SNAP estimated payment error rate was 4.01 percent as of June 2015 and declined to 2.86 percent as of February 2016. This rate is lower than the New York State rate of 3.21 percent and the national rate of 3.69 percent. HRA's error reduction efforts have included system improvements, staff training and analysis and targeting of error trends.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,834.2	1,873.5	1,755.8	1,706.7	1,693.2	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	404.4	408.6	385.9	402.1	409.3	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.4	1,189.0	1,098.7	1,039.0	1,020.7	*	*	Neutral	Down
- SSI persons receiving SNAP benefits (000)	274.4	275.9	271.3	265.6	263.1	*	*	Neutral	Neutral
- Cash assistance households receiving SNAP benefits (000)	194.4	196.7	186.4	195.5	198.9	*	*	Neutral	Neutral
- Non-cash assistance households receiving SNAP benefits (000)	565.3	585.7	541.6	515.6	510.4	*	*	Neutral	Down
- SSI households receiving SNAP benefits (000)	250.2	252.7	249.2	244.2	242.1	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.10%	5.55%	6.81%	4.01%	NA	6.00%	6.00%	Down	NA
★ SNAP application timeliness rate (%)	93.1%	93.5%	87.2%	81.4%	93.9%	90.6%	90.6%	Up	Neutral
SNAP applications filed electronically (%)	NA	NA	58.7%	71.5%	73.4%	*	*	Neutral	NA

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## Goal 1c

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

There were 2.086 million New York City residents enrolled in the Medicaid program administered by HRA in Fiscal 2016, a decline of 12.1 percent. However, as of March 2016, there were another 1.33 million New York City children and adults enrolled in Medicaid through the NYS Health Care Exchange, which began in January 2014. As NYS phases in its redesign of Medicaid and public health insurance programs, the HRA-administered caseload, which currently includes cash assistance recipients, the elderly and disabled, dually eligible Medicare beneficiaries and some former foster care youth, will continue to decline and the numbers served through the Exchange will increase.

There was a decline in Medicaid application processing timeliness, a result of a reorganization to manage the declining caseload and the concomitant reductions in New York State administrative reimbursement. HRA will incorporate special projects in order to improve the timeliness rate in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Medicaid enrollees administered by HRA (000)	3,006.5	3,085.6	2,808.0	2,371.7	2,085.7	*	*	Neutral	Down
- Medicaid-only enrollees administered by HRA (000)	2,241.6	2,317.8	2,064.4	1,608.1	1,321.2	*	*	Neutral	Down
★Application timeliness rate for Medicaid administered by HRA (%)	99.4%	98.3%	91.7%	96.5%	92.1%	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 parent clients obtain employment. During Fiscal 2016 over 47,000 clients obtained a job or were placed in a job while receiving services from HRA, a slight increase compared to the 46,600 clients in Fiscal 2015. After 180 days, 73.3 percent of clients who obtained a job, had maintained a job or had not returned to cash assistance. After 12 months 63.5 percent had maintained a job or had not returned. HRA's employment services emphasize individual assessments, access to training and education, and client choice including internships, community service, and subsidized transitional employment. The emphasis on education and training led to an increase of 1.9 percentage points in family cases engaged in those activities and the percentage of Safety Net cases in education and training increased by 4.7 points. This approach is designed to help clients secure better jobs, reducing the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages. Through a new procurement, HRA will be implementing a new employment services program during Fiscal 2017 to enhance employment placement and retention.

Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutorily required work 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 adjusted work participation rate requirement was substantially less than 50 percent, with HRA's efforts significantly contributing to the state achieving this adjustment. The City's federal family work participation rate was 34.1 percent in the federal fiscal year ending September 2015; the overall New York State participation rate was 29.7 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Clients whom HRA helped obtain employment (000)	NA	NA	48.1	46.6	47.0	↕	↕	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	74.5%	73.9%	73.3%	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	64.2%	63.5%	*	*	Up	NA
★Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	16.2%	19.0%	20.7%	25.5%	↕	↕	Up	NA
★Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	23.7%	24.3%	25.5%	27.4%	↕	↕	Up	NA
★Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.2%	34.1%	33.9%	34.1%	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 maximum self-sufficiency, including providing vocational rehabilitation and placement in the work force, and assisting those who have disabilities to apply for federal disability benefits. As of June 2016, there were 49,637 clients assigned to the WeCARE program, 6.7 percent more than in the prior fiscal year. This increase is due to a continuing initiative to re-assess clients that began in Fiscal 2015 during settlement negotiations to resolve multi-year litigation related to HRA services for clients with disabilities. The litigation was settled during Fiscal 2015 and HRA began to implement new processes in Fiscal 2016 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 3,227 in Fiscal 2016, 2.7 percent more than in 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total WeCARE cases	25,454	33,280	29,138	46,510	49,637	*	*	Neutral	Up
★ Number of WeCARE federal disability awards	4,957	3,739	2,950	3,141	3,227	*	*	Neutral	Down

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## Goal 2c

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

HRA's Office of Child Support Enforcement (OCSE) serves custodial parents and guardians, regardless of income or immigration status, lifting tens of thousands of New York City children out of poverty every year. OCSE services include locating the non-custodial parent, establishing legal fatherhood (paternity), establishing child support and medical support orders, collecting and distributing support payments, and enforcing child support orders. In Fiscal 2016 the amount of child support collected on behalf of custodial parents and their children increased by \$13.8 million. While the number of new child support orders obtained during the year declined, the proportion of cases with active orders of support increased by 3.5 percentage points compared with the prior year. The percent of support cases with active orders receiving payments for current support remained stable.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total new child support orders obtained	14,988	17,981	20,286	20,351	19,579	*	*	Up	Up
Total child support cases with active orders (end of period)	287,832	287,426	285,173	283,114	282,451	*	*	Up	Neutral
★ Child support cases with orders of support (%)	70.1%	70.1%	71.5%	73.2%	76.7%	77.0%	78.0%	Up	Neutral
Child support collected (\$000,000)	\$748.8	\$735.6	\$741.7	\$748.3	\$762.1	\$750.0	\$752.0	Up	Neutral
★ Support cases with active orders receiving current payments (%)	NA	59.7%	58.4%	59.9%	60.0%	↕	↕	Up	NA

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## SERVICE 3 Reduce homelessness among children and adults.

### Goal 3a

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

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments and ongoing rental assistance at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. Of those HRA clients who received homelessness prevention services at DHS's Prevention Assistance and Temporary Housing (PATH) family intake unit, 12.6 percent were successfully

diverted from entering the shelter system on the day they received the service. The ongoing decreases in the diversion rate in Fiscal 2016 reflect the continuing effects of the loss of affordable housing over the past decade. In Fiscal 2017, following the 90-day review of homeless services, HRA and DHS are working together to reorganize PATH processes to emphasize community based diversion tools, including targeted financial and social support, that can help families avoid shelter and remain in their communities.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions, increased by 17,168, or 26.4 percent, during Fiscal 2016, while the percentage of these requests that were approved decreased by 6.6 percentage points. In Fiscal 2015, HRA assumed responsibility for contracts providing legal assistance to low income tenants facing eviction in Housing Court and in Fiscal 2016 substantially increased funding for these services and launched a new program, the Anti-Harassment and Tenant Protection legal services program. Through these programs, HRA was able to assist 11,837 households with legal representation or advice, an increase of 33 percent compared to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ HRA clients successfully diverted at PATH from entering a homeless shelter (%)	20.6%	23.5%	28.5%	16.3%	12.6%	*	*	Neutral	Down
Requests for Emergency Assistance at the Rental Assistance Unit	NA	NA	57,912	65,138	82,306	*	*	Neutral	NA
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	NA	66.5%	74.2%	67.6%	*	*	Neutral	NA
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	NA	8,900	11,837	*	*	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 by providing services within the community and placement in emergency DV shelters when necessary. In Fiscal 2016 HRA announced expansion of the DV shelter system by 300 additional emergency beds and 400 Tier 2 family units. Fifty-four of the emergency beds came on line in December 2015 and additional capacity will become available throughout Fiscal 2017. HRA helps families residing in DV shelters find permanent housing through various programs including new rental assistance initiatives that began in Fiscal 2015. With the start of these programs, eligible families residing in an HRA DV shelter awaiting a permanent housing placement were 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 capacity for new families found eligible for DV services at PATH entering DV shelters by 18.1 percentage points in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	83.5%	80.8%	78.5%	48.6%	30.5%	*	*	Neutral	Down
Domestic violence non-residential services programs active caseload	NA	NA	NA	NA	1,775	*	*	Up	NA
Average number of families served per day in the domestic violence shelter program	766	755	769	786	803	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	2,228	2,282	*	*	Neutral	Neutral

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

## 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.

In 2016 the number of referrals to Adult Protective Services (APS) increased by 5.8 percent. The number of APS cases eligible for services increased by 12.1 percent from June 2015 to June 2016. The percentage of those visited within three working days of referral was 95.1 percent, a slight improvement over 2015 and the percentage of assessment cases accepted or denied within 60 days improved by 5.5 percentage points. With the implementation of a new case management system and ongoing reviews of its business processes, APS continues to enhance the timeliness of client services.

The number of cases receiving home care services increased by 11.6 percent largely due to a change in New York State Department of Health policy in July 2015 that allows expedited home care authorization for Medicaid recipients with immediate needs to protect health and safety. In Fiscal 2016, the average number of days to initiate home attendant and housekeeper services was 20.4 days, 17.1 percent faster than in 2015. This reduction was due to improved case management and monitoring, as well as systems issues in Fiscal 2015 that delayed case processing during that period.

The HIV/AIDS Services Administration (HASA) caseload decreased by 1.3 percent between Fiscal 2015 and 2016. The time taken to conduct the application review for ongoing enhanced housing benefits was 7.9 percent faster in Fiscal 2016 than in Fiscal 2015 and below the 8-day target, while the time to issue the benefits to eligible clients was 16.3 percent longer than in Fiscal 2015. System outages during the first three months of calendar year 2016 and staff vacancies resulted in this delayed issuance of enhanced housing benefits. By the end of the fiscal year, system issues were resolved and staffing vacancies were filled.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult Protective Services (APS) assessment cases	3,050	3,419	3,723	3,905	4,041	*	*	Neutral	Up
★ Individuals referred to an APS field office visited within three working days (%)	99.7%	99.8%	99.8%	94.3%	95.1%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.5%	98.8%	98.4%	88.8%	94.3%	*	*	Up	Neutral
★ APS cases eligible for services	6,227	6,098	5,406	6,107	6,847	*	*	Neutral	Neutral
Total referrals received for APS	20,791	22,055	23,657	24,203	25,614	*	*	Neutral	Up
★ Personal care services - average weekly billable hours	48.4	49.9	48.1	43.6	43.6	*	*	Neutral	Down
★ 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 housekeeper services for all cases	33.1	27.5	14.1	24.6	20.4	30.0	30.0	Down	Down
Cases receiving home care services	99,716	116,883	118,120	122,173	136,367	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,797	5,491	5,385	5,033	5,045	*	*	Neutral	Down
★ Individuals receiving HASA services	32,427	32,442	32,288	32,110	31,693	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	83.7%	84.3%	84.0%	84.7%	84.3%	*	*	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	7.9	7.0	8.4	7.6	7.0	8.0	8.0	Down	Neutral
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.3	14.5	14.1	14.2	16.3	15.5	15.5	Down	Neutral

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## AGENCY-WIDE MANAGEMENT

**Recoveries and Cost Avoidance** In Fiscal 2016 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 2016 the amounts collected and costs avoided decreased by 14.2 percent for Medicaid cases; decreased by 6.4 percent for cash assistance cases; and decreased by 5.0 percent for SNAP cases, compared to Fiscal 2015. The major reason for the decline in Medicaid collections and cost avoidance is the increasing number of Medicaid cases managed by New York State and the resultant decline in HRA applications and caseload against which to conduct recovery and cost avoidance activities. The decline in cost avoidance for Cash Assistance and SNAP was primarily the result of a drop in application referrals. In Fiscal 2016 there were 5.1 percent fewer cash assistance and 6 percent fewer SNAP applications than in Fiscal 2015 and therefore reduced opportunities for cost avoidance.

**Fair Hearings** Administrative Fair Hearings are held when HRA clients dispute an Agency finding, usually related to eligibility or benefit levels. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 13.2 percent between fiscal years 2015 and 2016. Of the hearings that were held and determinations made, 7.9 percent resulted in HRA's decisions being upheld, an increase of 2.7 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 a hearing.

**IDNYC and Citizenship Applications** The IDNYC municipal identification program was launched in January 2015. In Fiscal 2016 IDNYC issued a total of 544,083 cards with a timeliness issuance rate of 99 percent. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. It also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens.

In Fiscal 2015 HRA assumed responsibility for immigration legal services contracts that were formerly housed in the Department of Youth and Community Development. As the result of the procurement cycle, new contracts are slated to begin in Fiscal 2017 and the transition resulted in a decline in citizenship application filings in the last quarter of 2016 compared to the same period in Fiscal 2015. Application filings are expected to return to previous levels once the new contracts are fully operational

**Motor Vehicle Collisions** HRA has 231 vehicles in its fleet and 1,167 authorized drivers. During 2016, the number of motor vehicle collision reports filed by HRA drivers increased by 8 from 43 in Fiscal 2015 to 51 in Fiscal 2016. 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 collisions 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 2016 172 Workers' Compensation Reports were filed due to workplace injuries, similar to the 170 filed in Fiscal 2015. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2016, 29 were the result of assaults committed on workers at HRA worksites or on field visits compared to 20 such injury reports filed in 2015. 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
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$197.88	\$205.09	\$224.89	\$186.26	\$159.86	↑	↑	Up	Down
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	\$177.8	\$180.7	\$182.7	\$171.0	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	\$29.6	\$29.6	\$30.0	\$28.5	*	*	Up	NA

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

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Fair hearings requested	NA	NA	396,196	328,469	285,165	*	*	Neutral	NA
Fair hearings upheld (%)	NA	NA	7.0%	5.2%	7.9%	*	*	Up	NA
IDNYC - number of applications processed	NA	NA	NA	366,473	546,599	*	*	Up	NA
IDNYC - total number of cards issued	NA	NA	NA	334,794	544,083	*	*	Up	NA
IDNYC application timeliness (%)	NA	NA	NA	95%	99%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	78.3%	71.9%	72.8%	74.2%	74.5%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	99.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	71.3%	67.7%	69.4%	71.0%	82.3%	*	*	Up	Up
Collisions involving City vehicles	53	43	62	43	51	*	*	Down	Neutral
Workplace injuries reported	195	194	196	170	172	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	NA	NA	NA	1,548	1,415	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

## AGENCY CUSTOMER SERVICE

The percentage of telephone calls answered within 30 seconds increased from 65.8 percent to 79.7 percent during 2016, an increase of 13.9 percentage points. Ongoing technology improvements, part of HRA's Benefits Re-engineering initiative, will allow clients to access more information online, which, along with centralization of HRA's call center, is expected to continue to reduce the volume of telephone inquiries and wait times.

The average time to wait to speak to a customer service representative decreased by 17.5 percent and the completed requests for interpretation service increased by 8.7 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	732,605	1,016,101	1,116,886	909,712	989,229	*	*	Neutral	Up
Letters responded to in 14 days (%)	76.2%	77.8%	87.3%	80.5%	86.9%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	93.3%	95.5%	96.2%	93.5%	92.9%	90%	90%	Up	Neutral
Average customer in-person wait time (minutes)	57.8	48.2	39.9	42.2	34.8	60	60	Down	Down
CORE facility rating	80	83	90	90	86	80	80	Up	Neutral
Calls answered in 30 seconds (%)	56.6%	63.6%	69.7%	65.8%	79.7%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	88.0%	91.0%	92.0%	93.0%	*	*	Up	NA

# AGENCY RESOURCES

Resource Indicators	Actual <sup>1</sup>					Plan <sup>2</sup>		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) <sup>3</sup>	\$9,391.2	\$9,513.8	\$9,531.1	\$9,771.2	\$9,383.9	\$9,662.4	\$9,762.9	Neutral
Revenues (\$000,000)	\$39.8	\$47.0	\$50.1	\$50.0	\$54.8	\$42.6	\$42.6	Up
Personnel	13,948	13,808	13,559	13,690	13,401	14,643	15,017	Neutral
Overtime paid (\$000,000)	\$18.6	\$20.8	\$22.3	\$25.3	\$18.1	\$18.1	\$18.1	Neutral
Capital commitments (\$000,000)	\$22.7	\$14.3	\$64.6	\$88.6	\$20.0	\$79.6	\$58.3	Up
Human services contract budget (\$000,000)	\$636.6	\$548.3	\$367.4	\$454.2	\$504.9	\$563.3	\$556.3	Down

<sup>1</sup>Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at [nyc.gov/mmr](http://nyc.gov/mmr) for details. <sup>2</sup>Authorized Budget Level <sup>3</sup>Expenditures include all funds  
 "NA" - Not Available in this report

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA added two new indicators related to Cash Assistance cases. These indicators are 'Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)' and 'Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)'. Fiscal 2013 data for the indicator 'Cash assistance applications (000)' has been revised.
- Fiscal 2012 and 2013 figures for the indicator 'SNAP application timeliness rate (%)' were revised.
- Beginning with Fiscal 2015 data, HRA improved the way it calculates 'Number of Federal Disability Awards.' Previously, the reported numbers did not include some initial awards due to the sequence of administrative actions in the case record, and missed some cases where awards were made. The new methodology now accounts for the administrative process and includes these awards. The new methodology has been applied to data for fiscal years 2015 and 2016.
- For the Child Support program, HRA replaced the indicator 'Current obligations collected (%)' with 'Support cases with active orders receiving current payments (%)'. 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 by HRA for reasons such as the emancipation of a child. This methodological change resulted in calculations that are not comparable to the prior years.
- HRA has developed a new tracking system for the non-residential domestic violence (DV) caseload that records the unduplicated number of clients served, not the number of visits made by clients, as was done previously. Under the new methodology, a non-residential client who is served on four occasions is counted only once, rather than four times as previously. Therefore, the 2016 number of cases served is not comparable to previous years. Moreover, the name of the indicator has been changed to 'Domestic violence non-residential services programs average active caseload' to clarify that the number reported is an average of the monthly number of people served during Fiscal 2016, rather than a point in time number served during June.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.
- HRA no longer participates in the Work Experience Program. As a result, agency resources data for 'Work Experience Program (WEP) participants assigned' is no longer reported.

## 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](http://www.nyc.gov/hra).

