

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. For example, in April HRA began expanding and improving programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expediting access to rental arrears benefits and enhancing its presence in Borough Housing Courts and Department of Homeless Services (DHS) sites. HRA increases economic security by eliminating unnecessary barriers and improving client access to its benefit and employment programs. Recent initiatives include developing an improved employment plan for clients, implementing a system of appointment reminders and rescheduling options for cash assistance and food stamp clients, elimination of unnecessary processes that led to case sanctions for clients who were willing to comply with work rules, increasing the amount of time clients have to find childcare and the development of on-line benefits recertification systems. HRA has also developed an expedited implementation plan, pursuant to the recently enacted State budget, for a cap on the proportion of income that clients living with HIV/AIDS contribute to rent to prevent homelessness and increase shelter move-outs. In accordance with State law, HRA is modifying work participation requirements for clients participating in HRA's training and employment programs to include 4-year college enrollment.

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 2014

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.

As of June 2014, HRA provided cash assistance benefits, including ongoing support and emergency benefits, to 336,960 individuals in 182,430 households. The overall number of persons receiving assistance declined by 5.7 percent compared to the same period in Fiscal 2013. The number of Safety Net recipients declined by 2.6 percent and there was a 7.3 percent decline in family recipients (TANF and “60-month converted” combined).

The monthly caseload reports all individuals receiving assistance in that month, but on an annual basis, more people receive benefits than in any given month because individuals enter and exit the assistance caseload throughout the year. On an unduplicated basis, 589,100 individuals received assistance at some point during Fiscal 2014, a decline of three percent from the previous year. During both Fiscal 2013 and Fiscal 2014, approximately 1.7 times as many unique individuals received benefits compared to those receiving benefits during the month of June. The ratio of unique individuals to monthly individuals increased in 2014 from 1.69 to 1.74 as the monthly caseload went down, reflecting the fact that on average, some individuals used assistance for shorter periods in Fiscal 2014 than the previous year. In Fiscal 2013 more individuals used assistance for longer periods because there were fewer administrative case closings due to the effects of Hurricane Sandy and the rollout of new employment contracts.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Cash Assistance unduplicated caseload (12-month)(000)	NA	NA	NA	607.0	589.1	*	*	Neutral	NA
★ Persons receiving cash assistance (000)	346.3	355.6	353.3	357.2	337.0	*	*	Neutral	Neutral
Temporary Assistance for Needy Families (TANF) recipients (000)	150.6	151.9	143.9	150.8	138.3	*	*	Neutral	Neutral
60-month converted to SNA recipients (000)	87.4	84.6	88.7	79.4	75.1	*	*	Neutral	Down
SNA recipients (000)	108.3	119.0	120.7	126.9	123.6	*	*	Neutral	Up
★ Cash assistance caseload (point in time)(000)	185.7	191.6	190.3	193.1	182.4	*	*	Neutral	Neutral
★ Cash assistance application timeliness rate (%)	91.9%	94.4%	94.5%	93.6%	93.7%	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.

HRA provides improved access to the Supplemental Nutrition Assistance Program (SNAP) by offering multiple self-service options including mail, fax and online applications both in and outside of HRA offices. In 2014, HRA began implementing automated appointment reminder calls and is in the process of designing an online recertification option. In Fiscal 2014, the number of SNAP participants declined by 6.3 percent compared to Fiscal 2013, with the largest decline among non-Cash Assistance recipients. This decline is consistent with a national trend, which saw SNAP caseloads grow beginning in 2008 and peaking in 2012 before declining by 3.2 percent since January of 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,731.9	1,830.9	1,834.2	1,873.5	1,755.8	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	402.4	408.9	404.4	408.6	385.9	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,071.0	1,159.1	1,159.4	1,189.0	1,098.7	*	*	Neutral	Neutral
- SSI persons receiving SNAP benefits (000)	258.4	262.9	274.4	275.9	271.3	*	*	Neutral	Neutral
Total SNAP households (000)	950.1	1,006.6	1,009.9	1,035.2	977.2	*	*	Neutral	Neutral
- Cash assistance households receiving SNAP benefits (000)	194.0	198.3	194.4	196.7	186.4	*	*	Neutral	Neutral
- Non-cash assistance households receiving SNAP benefits (000)	520.6	568.4	565.3	585.7	541.6	*	*	Neutral	Neutral
- SSI households receiving SNAP benefits (000)	235.4	239.8	250.2	252.7	249.2	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.23%	4.44%	5.62%	5.91%	NA	6.00%	6.00%	Down	NA
★SNAP application timeliness rate (%)	95.2%	96.8%	95.7%	94.6%	93.3%	90.6%	90.6%	Up	Neutral

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

In January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to enroll in the New York State (NYS) administered Medicaid program through the NYS Health Care Exchange. HRA Medicaid-only enrollees include only those participants who were enrolled in the program prior to January 2014. In Fiscal 2014, 2.8 million clients were enrolled, including those also receiving Cash Assistance, nursing home clients and other special populations. Enrollment declines are expected to continue as these client groups migrate to the state-administered program. Fiscal 2014 Medicaid enrollment data cannot be compared to previous years for these reasons.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Medicaid enrollees administered by HRA (000)	2,843.6	2,912.7	3,006.5	3,085.6	2,808.0	*	*	Neutral	Neutral
- Medicaid-only enrollees administered by HRA (000)	2,088.4	2,150.9	2,241.6	2,317.8	2,064.4	*	*	Neutral	Neutral
★Application timeliness rate for Medicaid administered by HRA (%)	98.9%	98.9%	99.4%	98.3%	91.7%	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.

In Fiscal 2014, HRA continued to assist clients, including Cash Assistance (CA) applicants and recipients and non-custodial parents to obtain employment. In Fiscal 2014, 46,710 clients engaged with HRA got a job and were placed while receiving services from HRA, including contracted employment services providers, compared to 43,350 in Fiscal 2013, an increase of 7.8 percent. The percent of clients who retained jobs for at least 180 days was slightly below HRA's prior goal of 80 percent.

For the federal fiscal year ending September 2013, the City's actual official federal family work participation rate was 34.1 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. Because New York State qualifies for the reduction credit, the City's actual rate met or exceeded the recalibrated federal requirements for New York State. In addition, the City's work participation rate is higher than the most recent federal fiscal year work participation rate of 29.5 percent for all states according to United States Department of Health and Human Services.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Clients whom HRA helped obtain employment (000)	NA	NA	NA	43.4	46.7	↑	↑	Up	NA
★ Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	NA	NA	NA	NA	79.8%	80.0%	80.0%	Up	NA
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	16.2%	19.0%	↑	↑	Up	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	23.7%	24.3%	↑	↑	Up	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	35.6%	36.2%	34.2%	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 (also known as WeCARE) assists cash assistance clients with barriers to employment to achieve self-sufficiency in the workforce and assists those who have disabilities to apply for federal disability benefits. Through integrated, individualized clinical and support services, clients are assessed and those who are able to work are given immediate assistance with job search and placement, while those with medical or other conditions that require time to improve are assigned to wellness or rehabilitation programs. For Fiscal 2014, job placements for WeCARE clients were up by 62.7 percent compared to Fiscal 2013. This increase is partially explained by the introduction of new contracts during Fiscal 2013, which required a phase-in period. The number of federal disability awards granted to clients assisted by WeCARE was 2,950 in Fiscal 2014, a decline of 21.1 percent compared to Fiscal 2013. This decline was due to a transition to new contracts in the beginning of calendar year 2013, which caused some implementation delays. Supplemental Security Income (SSI) application results lag the actual applications, so the result of the delay was seen during Fiscal 2014.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Total WeCARE cases	25,629	24,395	25,454	33,280	29,138	*	*	Neutral	Up
★ Number of WeCARE federal disability awards	7,128	6,305	4,957	3,739	2,950	*	*	Neutral	Down

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Goal 2c Provide access to child support services for eligible parents and their children.

In Fiscal 2014, the number of child support orders obtained increased by more than 2,000 and the proportion of cases with active orders was relatively constant compared with 2013. The percentage of cases with orders of support increased in 2014 after being flat for the prior two years, and the percentage of current support obligations that were collected on behalf of custodial parents and their children increased by 13.5 percentage points in 2014 compared to the previous year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Total new Support Orders obtained	13,295	14,236	14,988	17,981	20,286	*	*	Up	Up
★ Child support cases with orders of support (%)	70.5%	69.7%	70.1%	70.1%	71.5%	74.0%	74.0%	Up	Neutral
★ Current obligations collected (%)	69.3%	67.7%	69.8%	70.9%	84.4%	71.0%	71.0%	Up	Up
Child support collected (\$000,000)	\$686.4	\$718.3	\$748.8	\$735.6	\$741.7	\$757.5	\$745.4	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 services, including access to emergency benefits for payment of rental arrears and ongoing rental assistance, through Job Centers and other venues, including Housing Courts and the Department of Homeless Services' (DHS) Preventive Assistance and Temporary Housing (PATH) and HomeBase locations. HRA attempts to provide prevention assistance to families and individuals seeking shelter through services that allow them to either remain in place or find alternative housing. During Fiscal 2014, of those who originally sought assistance from HRA, the Agency provided services that successfully diverted 88.9 percent of individuals and families from entering DHS shelters, compared to 93.9 percent who were diverted during Fiscal 2013.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Individuals and families at imminent risk diverted from becoming homeless (%)	94.4%	90.1%	92.0%	93.9%	88.9%	95.0%	95.0%	Up	Neutral

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Goal 3b

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

In Fiscal 2014, the average non-residential domestic violence (DV) caseload increased 5.8 percent compared to Fiscal 2013, while the average number of families served in HRA's network of emergency domestic violence shelters increased 1.9 percent. HRA staff work within the DHS PATH center to assist families applying for shelter who are domestic violence survivors find services in the community or placement in emergency DV shelter when necessary. The percent of families who were found eligible for DV shelter services at PATH and who were placed in an HRA DV shelter declined by 2.3 percentage points in 2014. The number and proportion of these placements compared to total placements depends on multiple factors, including the availability of DV beds that are appropriate for family composition and size and the number of families deciding to remain in the DHS system even though they are eligible to be placed in a DV shelter.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	70.0%	79.8%	83.5%	80.8%	78.5%	*	*	Neutral	Neutral
Domestic violence non-residential services programs active caseload	2,901	2,849	3,065	3,279	3,468	*	*	Up	Up
Average number of families served per day in the domestic violence shelter program	794	773	766	755	769	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,208	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.

Referrals to Adult Protective Services (APS) remained stable compared to Fiscal 2013. Although there was an 11.3 percent decline in the number of APS cases eligible for services during Fiscal 2014, this was mainly attributable to a re-categorization of cases that shifted many undercare cases back to assessment status, as well as a program review following the completion of a new vendor contract.

The total number of NYC residents receiving home care services increased by 1.1 percent in Fiscal 2014 compared to Fiscal 2013, with those receiving Managed Long Term Care (MLTC) increasing by 14.6 percent and those receiving HRA administered personal care services declining by 30 percent. This shift is related to a change in New York State policy that mandates that most home care clients participate in MLTC. As of June 2014, 113,375 of the total 118,120 home care cases were in MLTC plans, a 125 percent increase when compared to the 50,383 MLTC cases in June 2012. In Fiscal 2014 due to staff efforts and supervisory monitoring, the average number of days to initiate home attendant and housekeeper services decreased by approximately 13 days, or 48.7 percent compared to Fiscal 2013. In Fiscal 2014, at 14.1 days to initiate home care services, HRA was well below the State target of 30 days to initiate services.

The HIV/AIDS Services Administration (HASA) caseload remained relatively steady in Fiscal 2014 compared to Fiscal 2013. While the time to complete the application review increased by 20 percent, the time required to issue ongoing enhanced benefits to eligible clients went down by 2.8 percent. These improved results for eligible clients were due to a new automated housing benefit application review and issuance process, resulting in better documentation and increased accountability at all levels of supervision and review.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Adult Protective Services (APS) assessment cases	3,362	3,159	3,050	3,419	3,723	*	*	Neutral	Up
★Individuals referred to an APS field office visited within three working days (%)	98.9%	99.7%	99.7%	99.8%	99.8%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	98.4%	98.5%	98.8%	98.4%	*	*	Up	Neutral
★APS cases eligible for services	6,129	6,113	6,227	6,098	5,406	*	*	Neutral	Neutral
Total referrals received for APS	18,727	19,525	20,791	22,055	23,657	*	*	Neutral	Up
★Personal care services - average weekly billable hours	48.3	47.8	48.4	49.9	48.1	*	*	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 housekeeper services for all cases	NA	NA	33.1	27.5	14.1	30.0	30.0	Down	NA
Cases receiving home care services	85,251	88,722	99,716	116,883	118,120	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,166	5,800	5,797	5,491	5,385	*	*	Neutral	Neutral
★Individuals receiving HASA services	32,119	32,618	32,427	32,442	32,288	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	80.7%	81.4%	83.7%	84.3%	84.0%	*	*	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	6.8	6.0	7.9	7.0	8.4	7.9	8.0	Down	Up
★Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.5	16.6	17.3	14.5	14.1	17.3	15.5	Down	Down

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AGENCY-WIDE MANAGEMENT

RECOVERIES AND COST AVOIDANCE In Fiscal 2014, HRA continued its efforts to increase recoveries from Medicaid Provider compliance audits through a focused effort on client and provider Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens. Cash Assistance and SNAP collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received settlements of various kinds while on assistance or who concealed income while receiving assistance. During Fiscal 2014, the amounts collected and costs avoided increased by 2.6 percent for Medicaid, 3.2 percent for Cash Assistance and .08 percent for SNAP compared to the same period in Fiscal 2013.

FAIR HEARINGS Administrative Fair Hearings are held in cases where HRA clients dispute an Agency finding, usually related to eligibility or benefits and the issue cannot be resolved. HRA is committed to reforms of processes that pose unnecessary barriers to assistance and services that ultimately lead to Fair Hearings. HRA is also making improvements to the conciliation and pre-hearing resolution procedures. Under current practice, the majority of issues that proceed to a Fair Hearing are withdrawn by HRA or a finding is made in the client's favor. These reforms are intended to reduce both the number of Fair Hearings and the proportion of cases that result in withdrawal or reversal when they do proceed to the hearing stage. In Fiscal 2014, using a new methodology that excludes client defaults, since these are not actually hearings that are held, HRA's win rate was 7 percent.

MOTOR VEHICLE COLLISIONS HRA has 233 vehicles in its fleet and 1,427 authorized drivers, of whom 165 have authorization for daily use of a vehicle. The number of motor vehicle collision reports filed by HRA drivers increased from 43 to 62 during Fiscal 2014 compared to Fiscal 2013. To reduce collisions, HRA holds defensive driver classes geared for the drivers who drive at least once a week and these drivers take the classes at least once every three years. HRA also has a review committee that meets quarterly to review collisions 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. A June 2014 audit conducted by the NYC Office of the Comptroller found that HRA effectively monitors its authorized drivers.

EMPLOYEE INJURIES For Fiscal 2014, 196 Workers' Compensation Reports were filed due to workplace injuries, nearly the same number filed during Fiscal 2013. These results show a small decrease from the 203 reports filed in Fiscal 2011 and the 210 reports filed in Fiscal 2010. Of the injury reports filed during Fiscal 2014, 32 were the result of assaults committed at HRA worksites or on workers making field visits, the same number as were committed in Fiscal 2013. Of the assaults committed in both Fiscal 2013 and Fiscal 2014, three assaults were committed in each of these years by fellow employees. 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
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	NA	NA	\$214.3	\$246.27	\$252.64	↑	↑	Up	NA
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	NA	NA	\$233.5	\$240.9	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	NA	NA	\$29.6	\$29.8	*	*	Up	NA
Fair hearings upheld (%)	NA	NA	NA	NA	7.0%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	78.2%	80.2%	78.3%	71.9%	72.8%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	99.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	58.6%	70.0%	71.3%	67.7%	69.4%	*	*	Up	Up
Collisions involving city vehicles	NA	43	53	43	62	*	*	Down	NA
Workplace injuries reported	210	203	195	194	196	*	*	Down	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Customer Experience									
Completed requests for interpretation	703,994	914,256	732,605	1,016,101	1,116,886	*	*	Neutral	Up
Letters responded to in 14 days (%)	73.1%	67.9%	76.2%	77.8%	87.3%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	83%	89.4%	93.3%	95.5%	96.2%	90%	90%	Up	Up
Average customer in-person wait time (minutes)	39.8	58.3	57.8	48.2	39.9	60	60	Down	Neutral
CORE facility rating	78	79	80	83	90	80	80	Up	Up
Calls answered in 30 seconds (%)	31.4%	45.7%	56.6%	63.6%	69.7%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	NA	NA	88.0%	91.0%	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures (\$000,000) ²	\$8,482.4	\$8,068.8	\$9,391.2	\$9,513.8	\$9,551.8	\$9,588.8	\$9,747.4	Up
Revenues (\$000,000)	\$25.8	\$26.9	\$39.8	\$47.0	\$50.1	\$42.8	\$41.8	Up
Personnel	14,019	13,840	13,948	13,808	13,559	14,100	14,283	Neutral
Overtime paid (\$000,000)	\$19.4	\$21.9	\$18.6	\$20.8	\$18.1	\$18.1	\$18.1	Neutral
Capital commitments (\$000,000)	\$11.4	\$23.7	\$22.7	\$14.3	\$64.6	\$204.7	\$99.8	Up
Human services contract budget (\$000,000)	\$609.2	\$599.3	\$636.6	\$548.3	\$498.0	\$705.3	\$646.2	Down
Work Experience Program (WEP) participants assigned	663	1,213	901	547	563	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA added a new indicator, 'Cash Assistance unduplicated caseload (12-month)(000).' This indicator reports the total unduplicated number of people who received cash assistance during the past 12 months up to the point in time the number is reported and provides context to point-in-time caseload data ('Persons receiving cash assistance (000)') that HRA continues to report. The new indicator accounts for clients that may enter and exit the assistance caseload more than once during the year. The new indicator tracks the total number of people served during the 12-month period.
- HRA revised its methodology for calculating the number of clients who were assisted by the HRA in finding a job. Under the prior administration, HRA included applicants who were rejected for assistance and recipients of one-time emergency grants who were already employed. These groups are excluded from the new calculations. Currently, HRA counts only those placements for Cash Assistance clients and non-custodial parents obtained through HRA's contracted vendors, including Back to Work and WeCARE. HRA also counts placements achieved through non-contracted services, such as placements following a client's engagement in an educational program. Job placements that clients themselves find while engaged in HRA programs and services are also counted. This revised calculation method has been applied to Fiscal 2013 and Fiscal 2014 and therefore data for these two years are not comparable to previous fiscal years. HRA no longer reports data for the indicator 'Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)'.
- In January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to be enrolled in the New York State-administered Medicaid program through the NYS Health Care Exchange. HRA Medicaid-only enrollees include only those participants who were enrolled in the program prior to January 2014. This number is

expected to decline further over time as more new enrollees and current participants who re-enroll are transferred to the State program. Fiscal 2014 Medicaid enrollment data cannot be compared to previous years for these reasons.

- HRA has changed its method for calculating the Cash Assistance cost avoidance and recoveries indicator by no longer placing a value on reduced budget recommendations from HRA's Bureau of Eligibility Verification (BEV). Fiscal 2013 indicator values have also been updated to follow this methodology, and therefore, Fiscal 2013 and 2014 results are comparable. HRA's updated calculation of cost avoidance more accurately reflects the type of recommendations likely to result in savings. In addition, the Medicaid Integrity Investigation Program concluded in January 2014 since most new Medicaid applications now take place through the NYS Health Care Exchange. As the number of HRA-administered Medicaid recipients has declined, HRA has also seen diminished volume through quarterly Medicaid matches that look for duplicate benefits. Therefore, HRA anticipates that going forward the Medicaid cost avoidance values will continue to gradually decline.
- HRA has changed its method for calculating Fair Hearings outcomes. The win rate includes issues that are affirmed and that are found to be correct at the time they were made and excludes client defaults. Defaults were included as Agency wins in prior periods but are excluded here because they do not reflect contested issues that are actually heard at hearings. The new rate cannot be compared to prior periods due to the change in methodology.
- HRA introduced a new service area with two associated goals in this report to highlight the performance of homelessness prevention programs. The new service is 'Service 3: Reduce homelessness among children and adults' and the associated goals are 'Goal 3a: Provide HRA homelessness prevention benefits and services to eligible children and adults' and 'Goal 3b: Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.'

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.

