

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Christine C. Quinn  
Speaker of the Council

Hon. Annabel Palma  
Chair, Committee on General Welfare



## Hearing on the Fiscal 2014 Preliminary Budget & the Fiscal 2013 Preliminary Mayor's Management Report

Human Resources Administration

**March 18, 2013**

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## Human Resources Administration Overview

The New York City Human Resources Administration/Department of Social Services (HRA/DSS) provides temporary cash assistance, public health insurance, food stamps, home care for seniors and the disabled, child care, adult protective services, domestic violence, HIV/AIDS support services and child support enforcement, to individuals and families with social service and economic needs to help them in reaching self-sufficiency. Food stamps are provided at 16 home centers and public health insurance at 14 Medicaid Community Model Offices. HRA provides support services to individuals with AIDS and HIV-related illnesses through 12 centers through its HIV/AIDS Services Administration (HASA), as well as protective services to adults through six HRA borough offices and six contracted programs. HRA also determines the personal care eligibility of disabled or frail Medicaid recipients through seven Community Alternative System Agency offices and contracts for services with 51 vendors. Services to victims of domestic violence are offered through 52 State-licensed shelters, 15 community-based programs, and school based programs. HRA also assists New York City families in obtaining child support orders and collecting child support payments at four borough and five Family Court offices.

This report provides a review of the Human Resource Administration’s Preliminary Budget for Fiscal 2014. The first section presents highlights from the Fiscal 2014 expense budget for the City, the Fiscal 2013-2014 State Executive Budget, and City Council Initiatives. Following highlights, the report outlines the Department's budget by program area and provides analysis of significant program areas. Further, it provides information on actions included in the November and Preliminary Financial Plans and includes relevant sections of the Preliminary Mayor's Management Report for Fiscal 2013. Finally, the report provides a review of the proposed capital budget for the Department with a discussion of significant changes proposed to the Capital Plan.

## Fiscal 2014 Preliminary Plan Highlights

	2012	2013	2013	2014	*Difference
<i>Dollars in Thousands</i>	Actual	Adopted	Prelim. Plan	Prelim. Plan	2013 - 2014
Personal Services	\$727,593	\$754,474	\$759,100	\$747,091	(\$7,383)
Other Than Personal Services	8,663,278	8,526,833	8,596,773	8,559,472	32,639
<b>Agency Total</b>	<b>\$9,391,227</b>	<b>\$9,281,307</b>	<b>\$9,355,873</b>	<b>\$9,306,563</b>	<b>\$25,256</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

HRA’s proposed Fiscal 2014 Preliminary Budget is approximately \$9,306 billion, a \$25.3 million increase when compared to the Fiscal 2013 Adopted Budget. A majority of this increase in budget can be attributed to a substantial growth in Medicaid and Homecare spending by the City to offset the loss of State and federal funding in this program area.

City funding for Fiscal 2014 is approximately \$7.29 billion, an increase of \$31.4 million or .4 percent when compared to the Fiscal 2013 Adopted Budget. The Preliminary Budget also includes a \$4.6 million new need for additional staff support to detect fraud in the public benefits programs the agency administers, and \$6.4 million in technical adjustments.

In November 2012, the Mayor's Office of Management and Budget (OMB), released its November Plan. This plan included \$4.2 million in Program to Eliminate the Gap (PEG) cuts in Fiscal 2013, and \$16.6 million in Fiscal 2014. Of the eight PEGs HRA proposed, one was programmatic and impacted HIV/AIDS services (HASA) program area in Fiscal 2013 and in the outyears. The Council negotiated with the Administration and was able to restore \$44,000 to offset the impact of this PEG in Fiscal 2013, however, this PEG still exists in Fiscal 2014.

The following are major financial plan actions for Fiscal 2013 and 2014.

- **Superstorm Sandy Revenue.** The Mayor's Office of Management and Budget estimates that HRA will need approximately \$18.8 million in federal aid for the agency's Superstorm Sandy recovery efforts. This money will go towards overtime and compensation time accumulated by the agency during and after the storm, case management costs, emergency food procurement, costs accrued by HRA while displaced from their offices, and costs associated with repairing damaged HRA facilities.
- **HIV/AIDS Program Efficiencies.** HRA proposed one programmatic Program to Eliminate the Gap (PEG) that will impact its HIV and AIDs Services Administration (HASA) program from Fiscal 2013 to Fiscal 2016. This is a two part PEG; first, HRA will amend its rental assistance policy and second, HRA will institute a work requirement for Associated Case Members (ACMS) who are part of a HASA client's case budget. HRA estimates it will save \$470,000 in Fiscal 2013 and \$2.45 million in Fiscal 2014. The majority of the savings will come from the new rental assistance policy. For more information about this PEG, see page 7.
- **Client Services Re-engineering.** HRA is implementing a multi-year technology project that will re-design its business processes and modernize the agency's interactions with clients, reduce administrative costs, and improve fraud detection. Moving to an electronic system to conduct business processes will result in a headcount reduction of 385 people, which will be achieved through attrition. The savings from this initiative will go towards the agency's PEG program. HRA expects to generate \$45 million in savings by Fiscal 2017 through this effort.
- **Supportive Housing Accruals.** Delays in NY/NY III congregate units for homeless people living with HIV/AIDS will produce savings for the agency of \$3.1 million in Fiscal 2013, and \$4.6 million in Fiscal 2014.
- **Fringe Benefit Reimbursement.** Increase in the federally negotiated fringe reimbursement rate will result in additional revenues of over \$32 million in Fiscal 2013 and Fiscal 2014.
- **Capital Reimbursements.** HRA will receive \$1.39 million in Fiscal 2013 and Fiscal 2014 in State and federal reimbursements for capital construction projects.
- **Medical Support Enforcement.** HRA re-estimated the incentive payments that the City retains for enforcing and collecting Medical Support from the federal government. The agency estimates it will now save \$235,000 in Fiscal 2013 and the outyears for this PEG. HRA re-estimated the savings it would accrue through incentive in payments because it met its previously set targets for savings.
- **Agency Integrity New Need.** HRA proposed funding for additional staff to support efforts to prevent and detect fraud in the public benefits programs the agency administers. The agency

estimates it will need \$1 million in City funding towards this new need in Fiscal 2013, and about \$2.1 million in City funding for the outyears. For more information about this new need, see page 32.

- **Exclusion of Council funding from the Fiscal 2014 Preliminary Budget.** In Fiscal 2013, the City Council allocated \$9.5 million to HRA. Restoring funding for HASA comprises the bulk of the Council's allocation. This funding was not baselined, and therefore, excluded from the Fiscal 2014 Preliminary Budget for HRA. Please refer to the Council Initiatives section of this report for more details on the potential impact of the exclusion of this funding in Fiscal 2014.

HRA's budget consists of 20 program areas which are identified by units of appropriation. This report analyzes HRA's budget through these program areas. Please see Appendix C for a chart reconciling the funding for each program area by units of appropriation. The following table, "HRA Financial Summary," provides an overview of the agency's total budget from Fiscal 2012 to the Preliminary Plan for Fiscal 2014.

## HRA Financial Summary

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Budget by Program Area</b>					
HIV & AIDS Services	\$216,312	\$226,685	\$223,184	\$219,317	(\$7,368)
Food Assistance Programs	22,393	13,897	15,123	9,969	(3,928)
Food Stamp Operations	70,926	83,913	86,045	78,675	(5,238)
Medicaid-Eligibility & Admin	112,022	115,599	114,405	115,100	(499)
Medicaid & Homecare	6,358,607	6,361,716	6,391,544	6,444,331	82,615
Subsidized Employment & Job Training	92,975	76,776	77,854	63,284	(13,492)
Office of Child Support Enforcement	64,399	65,184	65,156	65,964	780
Adult Protective Services	41,448	47,887	48,386	47,894	7
CEO Evaluation	1,641	2,108	1,955	2,050	(58)
Domestic Violence Services	96,051	101,006	101,962	98,560	(2,446)
Employment Services Admin	27,519	29,994	30,602	29,994	0
Employment Services Contracts	149,241	129,825	129,825	128,125	(1,700)
Public Assistance & Employment Admin	226,096	225,868	225,550	224,671	(1,197)
Public Assistance Grants	1,372,331	1,274,081	1,274,481	1,275,161	1,080
Public Assistance Support Grants	17,078	20,114	20,114	20,114	0
Home Energy Assistance	38,238	23,669	27,146	23,669	0
Information Technology Services	81,239	77,048	77,454	76,543	(505)
Investigation & Revenue Admin	62,653	57,078	61,984	61,707	4,629
Substance Abuse Services	72,267	69,299	73,498	69,299	0
General Administration	267,791	279,562	309,607	252,136	(27,426)
<b>TOTAL</b>	<b>\$9,391,227</b>	<b>\$9,281,307</b>	<b>\$9,355,873</b>	<b>\$9,306,563</b>	<b>\$25,256</b>
<b>Funding</b>					
City Funds		\$7,258,343	\$7,251,791	\$7,289,702	\$31,359
Other Categorical		0	222	0	0
State		591,562	608,321	586,729	(4,833)
Federal-CD		0	0	0	0
Federal-Other		1,426,448	1,484,244	1,424,113	(2,335)
Intra-City		4,954	11,295	6,019	1,065
<b>TOTAL</b>		<b>\$9,391,227</b>	<b>\$9,281,307</b>	<b>\$9,355,873</b>	<b>\$25,256</b>
<b>Positions</b>					
Full-time Positions	13,918	14,506	14,606	14,115	(391)
Full-time Equivalent Positions	30	4	4	4	0
<b>TOTAL</b>	<b>13,948</b>	<b>14,510</b>	<b>14,610</b>	<b>14,119</b>	<b>(391)</b>

\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.

## Fiscal 2013-2014 State Executive Budget Highlights

The Fiscal 2013-2014 State Executive Budget was released on January 22, 2013. The following are major proposals which would impact social services in New York City.

- **Decrease in Non-Residential Domestic Violence Funding.** The State proposed a reduction in domestic violence funding through the Temporary Assistance for Needy Families (TANF) cash assistance program. HRA estimates it will lose about \$500,000 in funding to combat domestic violence, but this funding may be restored by the State later in the fiscal year.
- **Implementation of Medicaid Phase II.** The State will begin to implement Phase II of its Medicaid Redesign initiative. The City started the transition to Managed Long-Term Care (MLTC) from Fee-for-Service (FFS) for Medicaid homecare services. As HRA begins this transition, there are several indirect impacts on clients that receive Medicaid services. Prior to Medicaid Redesign, HRA's FFS model had no 'cap' on how many hours of personal care the individual can receive; the level and amount of services is solely determined by the assessment of need and plan of care for meeting that need. Now, in the partially capitated model, the MLTC is reimbursed at a per-member per-month (PMPM) rate by the State. It is up to the MLTC plan to determine how to spend this fixed amount of funding in order to meet the individual's needs. The partially capitated model incentivizes the MLTC plan to meet the client's needs in a cost effective manner, utilizing care management. Shifting to this model will incentivize MLTCs to provide cost effective care (more hours in congregated group care, or fewer hours of personal care) so that MLTCs remain profitable, rather than care based on a client's needs, which in turn will impact the kind of care clients receive.

### Council Initiatives and Funding

The Council has routinely provided operating funds for emergency food programs. In addition, the Council also provided \$8.4 million to restore PEGs in the 2013 Adopted Budget, which prevented cuts to relationship abuse programs for teens, HASA money management services, and supportive housing case management for HASA. Details on these initiatives are in the appropriate program area sections.

#### **FY 2013 Council Changes at Adoption by Program Area**

*Dollars in Thousands*

<b>Food Assistance Programs</b>	
Food Pantries Initiative	\$1,500
Earned Income Tax Credit (Food Bank)	150
<b>Subtotal</b>	<b>\$1,650</b>
<b>Domestic Violence</b>	
Teen Relationship and Abuse Prevention Program (Teen RAPP)	\$2,000
<b>Subtotal</b>	<b>\$2,000</b>
<b>HIV and AIDS Services</b>	
HIV/AIDS Services Administration (HASA) Case Manager PEG Restoration	\$2,718
HASA Money Management GMHC PEG Restoration	200
HASA Supportive Housing Contract Reduction PEG Restoration	2,368
<b>Subtotal</b>	<b>\$5,286</b>
<b>Medical Services</b>	
Medical Services to the Homeless*	\$1,200
<b>Subtotal</b>	<b>\$1,200</b>
<b>Local Initiatives</b>	
Local Initiatives	\$588
<b>Subtotal</b>	<b>\$588</b>
<b>TOTAL</b>	<b>\$10,724</b>

*\*The funding for this initiative was moved to the Health and Hospital Corporation (HHC) in March 2013.*

## Program Areas

### HIV and AIDS Services

The HIV/AIDS Services Administration (HASA) is the primary mechanism within HRA which expedites access to essential benefits and social services needed to persons living with AIDS or advanced HIV illnesses and their families. HASA provides intake and needs assessment; assistance with SSI/SSDI applications; direct linkages to public assistance, Medicaid, food stamps, home care, and homemaking services; ongoing intensive case management including the development of permanency plans for families, as well as periodic monitoring and crisis intervention for clients to maintain or modify their services and placements; voluntary vocational counseling/rehabilitation, job training and placement and other employment services that support the clients choice to work; and referrals to community-based resources for a variety of additional services including housing placement.

HASA also provides clients with emergency and non-emergency housing. Emergency housing consists of commercial hotel single room occupancy (SRO) and transitional congregate housing. Non-emergency housing consists of Scatter Site I, permanent congregate and independent private sector apartments or NYCHA placements.

The proposed budget for HASA in Fiscal 2014 is approximately \$7.4 million less than Fiscal 2013 Adopted Budget. This can be attributed to projected decreases in City, State, and federal funding for personal and contractual services, as well as the exclusion of the funding the Council restored in Fiscal 2013. In the Fiscal 2013 Adopted Budget, the City Council restored approximately \$5.2 million for HASA supportive services, including supportive housing contracts and case managers.

<i>Dollars in Thousands</i>	<b>2012 Actual</b>	<b>2013 Adopted</b>	<b>2013 Prelim. Plan</b>	<b>2014 Prelim. Plan</b>	<b>*Difference 2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$60,651	\$58,532	\$58,532	\$58,532	\$0
Other Than Personal Services	155,661	168,153	164,652	160,785	(7,368)
<b>TOTAL</b>	<b>\$216,312</b>	<b>\$226,685</b>	<b>\$223,184</b>	<b>\$219,317</b>	<b>(\$7,368)</b>
<b>Funding</b>					
City Funds		\$104,723	\$101,055	\$97,905	(\$6,818)
State		40,669	39,413	38,886	(1,783)
Federal-Other		81,292	82,716	82,526	1,234
<b>TOTAL</b>	<b>\$216,312</b>	<b>\$226,685</b>	<b>\$223,184</b>	<b>\$219,317</b>	<b>(\$7,368)</b>
<b>Positions</b>					
Full-time Positions	1,193	1,244	1,244	1,244	0
<b>TOTAL</b>	<b>1,193</b>	<b>1,244</b>	<b>1,244</b>	<b>1,244</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

## Financial Plan Actions

- **HIV/AIDS Program Efficiencies PEG.** HRA proposed a \$470,000 HASA PEG in Fiscal 2013 and \$2.45 million in Fiscal 2014. HRA will amend its policy to provide HASA clients one bedroom apartments, only where it is medically necessary. If there is no medical necessity, clients will receive a studio apartment. HRA expects that the majority of the cost savings will be achieved through the realignment of rental assistance levels.

In addition, Associated Case Members (ACMS) tied to a HASA client's case budget will now be required to work. Those ACMs who fail to comply with this new work requirement will no longer be eligible to receive cash assistance benefits through HASA. Currently, there are about 1,100 ACMs on HASA's case budget, and the agency estimates that about 15 percent of these ACMs will be non-compliant with the policy. The agency will achieve savings from this portion of the PEG by re-calculating a HASA client's case budget when there is a non-compliant ACM, and in cases where there is an ACM already working, cases will be re-calculated to reflect the additional income. An ACM that is enrolled in school or is certified as the caregiver for the HASA client will be exempt from this work requirement. Although this policy only constitutes a small portion of the savings that HRA will achieve through this PEG, this policy raises several concerns on how it will impact the HASA client; specifically, assistance levels for a HASA client may be reduced when an ACM is non-compliant, or in cases where ACMs are compliant, HASA clients may barely just be over the threshold to receive cash assistance from HRA. The Council worked with the Administration to restore \$44,000 to offset the impact of this PEG in Fiscal 2013, however, it is still proposed for Fiscal 2014.

- **Delays in Supportive Housing Contracts.** There is a \$6.9 million decrease in contractual services when comparing Fiscal 2014 to the Fiscal 2013 Adopted Budget. This difference can be attributed to delays in supportive housing contracts. HRA released a Request for Proposals (RFP) in February 2013 for the remaining HIV/AIDS units of supportive housing. This housing is for permanent supportive congregate housing for chronically homeless single adults who are living with HIV/AIDS and who suffer from mental illness or substance abuse disorder.
- **Loss in State funding.** The HASA program budget includes a \$2.6 million decrease in Safety Net State funding. Safety Net is designed to provide benefits to eligible individuals and certain families who do not qualify for Family Assistance or other federal Temporary Assistance programs.

## Additional Issues and Concerns

**Broker Fee Reimbursements.** As part of a PEG implemented in Fiscal 2011, HRA now reimburses 50 percent of a broker's fee for housing placement for all benefit recipients including HASA clients. Although HRA estimates it saved about \$26.6 million since the implementation of this PEG, there continues to be concerns about this policy. Some providers have been paying the other 50 percent of a broker's fee out of pocket in an effort to assist clients and help them secure housing in a timely manner.

Additionally, there were some brokers listed on HRA's unofficial list of housing brokers not willing to work within the guidelines of HRA's policy. HRA has been vigilant about confronting unscrupulous brokers and removed several brokers from their unofficial list that have been

caught acting in bad faith. The unofficial broker list now contains about 26 brokers willing to work with benefit recipients, including HASA clients. In addition, HRA turned in unscrupulous brokers to the New York Department of State Legal Office, who is conducting an investigation. According to HRA, if these brokers are found guilty of violating the 50 percent broker fee policy, they will most likely they face fines and sanctions.

**Performance Measures**

HASA	FY 11 Actual	FY 12 Actual	Target FY 13	Target FY 14	4-Month Actual FY 12	4-Month Actual FY 13
Individuals receiving HIV/AIDS services	32,618	32,427	*	*	32,889	32,666
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	7.9	*	7.9	8.2	6.9
Average number of days from submission of a completed application to issue enhances housing benefits to HASA clients	16.6	17.3	*	17.3	19	15.1
HASA clients receiving ongoing enhanced housing benefits (%)	81.4%	83.7%	*	*	81.9%	84%

As indicated in the table above, the number of individuals receiving HIV/AIDS services in the first four months of Fiscal 2013 slightly decreased when compared to the same time period in Fiscal 2012. The time required to issue ongoing enhanced housing benefits to eligible clients decreased by 3.9 days, or 20.5 percent when comparing the first four months Fiscal 2013 to the same time period in Fiscal 2012. The improved performance is due to a new automated housing benefit application review and issuance process, which according to HRA, has resulted in better documentation and increased accountability at all levels of review and supervision.

**Council Initiatives**

<b>HIV and AIDS Services (Dollars in Thousands)</b>	
HIV/AIDS Services Administration (HASA) Case Managers PEG Restoration	\$2,718
HASA Money Management GMHC PEG Restoration	200
HASA Supportive Housing Contract Reduction PEG Restoration	2,368
<b>TOTAL</b>	<b>\$5,286</b>

- **Supportive Housing Case Managers PEG Restoration.** This \$2.7 million allocation restores funding for approximately 98 HASA contracted supportive housing case management positions through HRA/HASA contracts in Scatter Site I and permanent congregate supportive housing programs that were slated for elimination.
- **Money Management Services PEG Restoration.** This \$200,000 allocation restores funding for HASA’s contract with the Gay Men’s Health Crisis, to administer the Representative Payee program, which assists HASA clients who are potentially medically and mentally frail, and who are unable to manage their finances.
- **Supportive Housing Contract Reduction PEG Restoration.** This \$2.3 million allocation restores funding for HASA supportive housing contracts which were slated for across the board reductions of approximately 4.5 percent.

### Food Assistance Programs

The Emergency Food Assistance Program (EFAP) provides nutrition education, food stamp outreach, and funds the distribution of more than 12.8 million pounds of food to over 500 soup kitchens and food pantries citywide. The proposed budget for food assistance programs in Fiscal 2014 is approximately \$4 million dollars less than the Fiscal 2013 Adopted Budget. In the Fiscal 2013 Adopted Budget, the City Council restored approximately \$1.65 million for food assistance initiatives; this funding is not included in the Fiscal 2014 Preliminary Budget.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Other Than Personal Services	\$22,393	\$13,897	\$15,123	\$9,969	(\$3,928)
<b>TOTAL</b>	<b>\$22,393</b>	<b>\$13,897</b>	<b>\$15,123</b>	<b>\$9,969</b>	<b>(\$3,928)</b>
<b>Funding</b>					
City Funds		\$8,796	\$8,808	\$7,081	(\$1,715)
Federal-Other		5,101	6,315	2,888	(2,213)
<b>TOTAL</b>	<b>\$22,393</b>	<b>\$13,897</b>	<b>\$15,123</b>	<b>\$9,969</b>	<b>(\$3,928)</b>

\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.

### Financial Plan Actions

- **Decrease in EFAP Food Funding.** The Fiscal 2014 Preliminary Budget reflects a \$195,000 decrease in funding for food and supplies when compared to the Fiscal 2013 Adopted Budget.
- **Decrease in funding for Contractual Services.** There is a \$1.5 million decrease in funding for contractual services when comparing the Fiscal 2014 Preliminary Budget to the Fiscal 2013 Adopted Budget.

### Council Initiatives

<b>Food Assistance Programs (Dollars in Thousands)</b>	
Food Pantries Initiative	\$1,500
Earned Income Tax Credit (Food Bank)	150
<b>TOTAL</b>	<b>\$1,650</b>

- **Food Pantries Initiative.** This \$1.5 million allocation represents funding to support food pantries citywide. To ensure that hungry New Yorkers have continuous access to emergency food programs, \$800,000 of this allocation is used for direct purchase of food, \$200,000 for technical assistance grants to assist in the automation of food stamp enrollment at food pantries, soup kitchens and other appropriate locations, and \$500,000 for capacity expansion efforts at EFAP food pantries via Food Banks.

- **Earned Income Tax Credit (EITC) Assistance Program.** This \$150,000 allocation supports Food Bank's EITC Assistance Program, which provide assessments of refundable federal income tax credit for low income working individuals and families, through its free income tax preparation services.

## Food Stamp Operations

The Food Stamp Assistance Program or what is now referred to as the Federal Supplemental Nutrition Assistance Program (SNAP) is designed to enable low-income New Yorkers to increase their ability to purchase food. The program, with the exception of the administrative cost, which is listed below, is funded by the U.S. Department of Agriculture (USDA). The USDA provides food stamp benefits through the use of an electronic benefits card that can be used in place of cash to purchase food items at participating grocery stores and supermarkets, which now include Costco's and BJ's, among others.

The proposed budget for food stamp operations in Fiscal 2014 is \$5.2 million less than the Fiscal 2013 Adopted Budget. This decrease is largely attributed to a \$3.6 million loss in federal funding and a \$1.9 million reduction in City funding.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$63,759	\$77,702	\$77,702	\$66,828	(\$10,874)
Other Than Personal Services	7,167	6,211	8,343	11,847	5,636
<b>TOTAL</b>	<b>\$70,926</b>	<b>\$83,913</b>	<b>\$86,045</b>	<b>\$78,675</b>	<b>(\$5,238)</b>
<b>Funding</b>					
City Funds		41,027	41,,937	39,053	(\$1,974)
State		888	958	1,238	350
Federal-Other		41,998	43,149	38,384	(3,614)
<b>TOTAL</b>	<b>\$70,926</b>	<b>\$83,913</b>	<b>\$86,045</b>	<b>\$78,675</b>	<b>(\$5,238)</b>
<b>Positions</b>					
Full-time Positions	1,546	1,665	1,665	1,211	(454)
<b>TOTAL</b>	<b>1,546</b>	<b>1,665</b>	<b>1,665</b>	<b>1,211</b>	<b>(454)</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary funding.*

## Financial Plan Actions

- **Staff Attrition.** HRA estimates a reduction of 454 full-time positions through attrition in Fiscal 2014, saving the agency \$10.1 million. This reduction in staffing is tied into the agency's re-engineering PEG, which is a multi-year technology project that will re-design HRA's business processes and decrease administrative costs.
- **Increase in Other Than Personal Services (OTPS) Costs.** For Fiscal 2014, there is a \$6.7 million increase in other than personal services and charges for food stamp operations. This increase in costs is also attributed to the re-engineering PEG. The additional funds will be allocated towards HRA's re-engineering investments, such as automation of services and online recertification of benefits for clients.

**Performance Measures**

<b>Food Stamp Operations</b>	<b>FY 11 Actual</b>	<b>FY 12 Actual</b>	<b>Target FY 13</b>	<b>Target FY 14</b>	<b>4-Month Actual FY 12</b>	<b>4-Month Actual FY 13</b>
Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,830.90	1,834.2	*	*	1,832.7	1,838.9
Non-cash assistance persons SNAP benefits (000)	1,159.10	1,159.4	*	*	1,167.7	1,165.7
SSI persons receiving SNAP benefits (000)	262.9	274.4	*	*	265.1	275.2
SNAP estimated payment error rate (%)	4.37%	6.10%	*	6%	7.91%	N/A
SNAP application timeliness rate (%)	96.8%	95.7%	*	90.6%	95.3%	94.7%

As indicated in the table above, the number of persons receiving SNAP benefits increased slightly during the first four months of Fiscal 2013 when compared to the same time period in Fiscal 2012. HRA has transitioned to a more streamlined application process to apply for SNAP benefits including telephone interviews and the opportunity to submit applications via mail, fax, or online, in lieu of applying at a SNAP center.

### Medicaid Eligibility and Administration

HRA’s Medical Insurance and Community Services Administration (MICSA) determines and maintains eligibility, based upon consumer income and/or resource levels, for each of the available health insurance programs and their related services. HRA administers health insurance for low-income families and individuals, persons receiving SSI or public assistance, pregnant women, children and persons who are 65 and over, disabled or blind. The agency conducts investigations of prescription drug fraud and began investigating Medicaid provider fraud in Fiscal 2008.

The proposed budget for Medicaid eligibility and administration in Fiscal 2014 is approximately \$499,000 less than the Fiscal 2013 Adopted Budget. This decrease can be attributed to a reduction in federal funding for personal services reimbursements and Medicaid.

<i>Dollars in Thousands</i>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>*Difference</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Prelim. Plan</b>	<b>Prelim. Plan</b>	<b>2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$80,481	\$87,770	\$85,009	\$87,770	\$0
Other Than Personal Services	31,542	27,829	29,396	27,330	(499)
<b>TOTAL</b>	<b>\$112,023</b>	<b>\$115,599</b>	<b>\$114,405</b>	<b>\$115,100</b>	<b>(\$499)</b>
<b>Funding</b>					
City Funds		\$576	\$1,890	\$1,890	\$1,314
State		59,281	58,672	59,032	(249)
Federal-Other		55,742	53,843	54,179	(1,563)
<b>TOTAL</b>	<b>\$112,023</b>	<b>\$115,599</b>	<b>\$114,405</b>	<b>\$115,100</b>	<b>(\$499)</b>
<b>Positions</b>					
Full-time Positions	1,776	1,915	1,915	1,915	0
<b>TOTAL</b>	<b>1,776</b>	<b>1,915</b>	<b>1,915</b>	<b>1,915</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Medicaid and Homecare

New York State offers free and low-cost public health insurance programs for low-income New Yorkers. These plans provide medical care through a fee-for-service or managed care plan. Funding in this program area represents the City's portion of the cost of the Medicaid program.

The Home Care Services Program (HCSP) offers access to Medicaid-funded, long-term care programs designed to help eligible elderly or disabled individuals remain safely at home, rather than in a nursing home or other institution. In some cases, the Home Care Services Program will assess medical needs and determine the appropriate care required. Eligibility for Medicaid-funded home care programs varies, but all programs require that the applicant be Medicaid eligible.

The proposed budget for Medicaid and homecare in Fiscal 2014 is \$82 million greater than the Fiscal 2013 Adopted Budget. This can be attributed to projected increases in City funding to offset decreases in State and federal funding for medical assistance.

<i>Dollars in Thousands</i>	<b>2012 Actual</b>	<b>2013 Adopted</b>	<b>2013 Prelim. Plan</b>	<b>2014 Prelim. Plan</b>	<b>*Difference 2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$36,540	\$37,239	\$36,163	\$37,239	\$0
Other Than Personal Services	6,322,067	6,324,477	6,355,381	6,407,093	\$82,615
<b>TOTAL</b>	<b>\$6,358,607</b>	<b>\$6,361,716</b>	<b>\$6,391,544</b>	<b>\$6,444,331</b>	<b>\$82,615</b>
<b>Funding</b>					
City Funds		\$6,189,766	\$6,189,766	\$6,271,882	\$82,116
State		100,596	115,501	100,845	\$249
Federal-Other		71,354	86,277	71,603	\$249
<b>TOTAL</b>	<b>\$6,358,607</b>	<b>\$6,361,716</b>	<b>\$6,391,544</b>	<b>\$6,444,331</b>	<b>\$82,615</b>
<b>Positions</b>					
Full-time Positions	715	742	727	742	0
<b>TOTAL</b>	<b>715</b>	<b>742</b>	<b>727</b>	<b>742</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Performance Measures

<b>Medicaid &amp; Homecare</b>	<b>FY 10 Actual</b>	<b>FY 11 Actual</b>	<b>FY 12 Actual</b>	<b>Target FY 13</b>	<b>Target FY 14</b>	<b>4-Month Actual FY 12</b>	<b>4-Month Actual FY 13</b>
Public Health Insurance enrollees (000)	2,843.60	2,912.70	3,006.5	*	*	2,949.1	3,055.6
Public Health Insurance Medicaid-only enrollees (000)	2,088.40	2,150.90	2,241.6	*	*	2,186.3	2,291.9
Public Health Insurance fair hearing win rate (%)	84.60%	88.80%	91.3%	*	91.3%	90.9%	87.5%
Public health insurance application timeliness rate (%)	98.9%	98.9%	99.4%	*	99.4%	99.1%	99.6%
Average days to initiate home attendant and the housekeeper services for all cases	N/A	N/A	33.1%	*	30%	41%	25.6%

As indicated by the table above, the total number of all Public Health Insurance enrollees was 3.6 percent higher in October 2012, compared to October 2011. Medicaid-only enrollees also increased by 4.8 percent over the same period last year. The total number of home care services increased by 17.4 percent in the July-October period in Fiscal 2013, compared to the same period in Fiscal 2012. This is largely due to a change implemented by the New York State Department of Health that now permits managed long term care (MLTC) plans to market their product directly to the consumers. Of the nearly 105,000 home care cases as of October 2012, 58 percent were in MLTC plans compared to 42 percent in 2011 and 34 percent in 2010. The average number of days to initiate home attendant and housekeeper services decreased by approximately 15 days, or 37.6 percent, due to staff efforts and supervisory monitoring.

### Subsidized Employment and Job-Related Training

This program area includes several smaller programs, including the Job Training and Participant (JTP) program and BEGIN. Through the JTP program, which began in March 2001, individuals on public assistance are hired for paid seasonal positions at City agencies, primarily the Department of Parks and Recreation. JTP employees perform a wide variety of functions within the agency including maintenance, security, and clerical work. Founded in 1989, BEGIN, or “Begin Employment, Gain Independence Now,” is a welfare-to-work program specializing in basic skills and literacy instruction for participants with low basic skills and limited English proficiency. BEGIN also includes literacy programs and training vouchers which help clients improve literacy and employment skills in order to increase employability and self-sufficiency.

The proposed budget for subsidized employment and job-related training in Fiscal 2014 is approximately \$13 million less than Fiscal 2013 Adopted Budget. The Council provided a one-time restoration of over \$16 million for the Job Training Participants (JTP) program in Fiscal 2013. The funding for JTP is usually funneled to the Department of Parks and Recreation from HRA, which accounts for the decrease in City funding in Fiscal 2014. In addition, there is a \$1.2 million decrease in federal funding for food stamp employment and training in Fiscal 2014.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Other Than Personal Services	92,975	76,776	77,854	63,284	(13,492)
<b>TOTAL</b>	<b>\$92,975</b>	<b>\$76,776</b>	<b>\$77,854</b>	<b>\$63,284</b>	<b>(\$13,492)</b>
<b>Funding</b>					
City Funds		\$36,422	\$36,422	\$24,117	(\$12,305)
State		2,762	2,762	2,762	0
Federal-Other		37,592	38,671	36,405	(1,187)
<b>TOTAL</b>	<b>\$92,975</b>	<b>\$76,776</b>	<b>\$77,854</b>	<b>\$63,284</b>	<b>(\$13,492)</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Office of Child Support Enforcement

The Office of Child Support Enforcement (OCSE) helps custodial parents (parents living with and caring for their children) to obtain the financial support that their children need and deserve from non-custodial parents (parents not living with their children). OCSE assists all parents, regardless of income and immigration status at no cost. Once a child support order is established, it remains in effect until the child reaches age 21 or becomes self-supporting, unless the court orders otherwise. Clients applying for or receiving public assistance benefits are automatically referred to OCSE for child support services. The primary role of OCSE is to ensure children are supported by both parents. OCSE services include establishing paternity, obtaining child support orders and collecting and enforcing child support from non-custodial parents. OCSE collected \$748 million in child support in 2012, which is a 4.07 percent increase over the \$718 million collected in 2011.

The proposed budget for child support enforcement in \$781,000 more than the Fiscal 2013 Adopted Budget. This can be mostly attributed to an increase in City funding for contractual services.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$40,185	\$42,683	\$42,505	\$42,683	\$0
Other Than Personal Services	24,214	22,501	22,651	23,282	781
<b>TOTAL</b>	<b>\$64,399</b>	<b>\$65,184</b>	<b>\$65,156</b>	<b>\$65,965</b>	<b>\$781</b>
<b>Funding</b>					
City Funds		\$22,567	\$22,883	\$23,728	\$1,161
State		723	798	648	(75)
Federal-Other		41,894	41,475	41,589	(305)
<b>TOTAL</b>	<b>\$64,399</b>	<b>\$65,184</b>	<b>\$65,156</b>	<b>\$65,965</b>	<b>\$781</b>
<b>Positions</b>					
Full-time Positions	815	891	891	891	0
<b>TOTAL</b>	<b>815</b>	<b>891</b>	<b>891</b>	<b>891</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

**Parent Pledge Project RFP.** HRA plans to release an RFP for its Parent Pledge Project, a program that seeks to facilitate a community-based approach to bring parents together on a voluntary basis to address parenting and child support issues. OCSE seeks to create a cadre of certified organizations that facilitate discussions about child support and co-parenting. HRA is contemplating not providing any direct City funding for certified providers, and providers are encouraged to seek funding from other non-City sources. Services can be provided for free of charge or a nominal fee can be charged to parents.

### Performance Measures

Child Support	FY 10 Actual	FY 11 Actual	FY 12 Actual	Target FY 13	Target FY 14	4-Month Actual FY 12	4-Month Actual FY 13
Child support collected (\$ million)	686.40	718.30	748.8	732.7	751	243.50	234.7
Current obligations collected (%)	69.30%	69.10%	68.5%	69%	69%	78.60%	88.2%
Child support cases with orders of support (%)	70.50%	69.70%	70.1%	73%	73%	70.10%	70.7%

As indicated from the table above, the percent of current child support obligations collected on behalf of cash assistance and non-cash assistance custodial parents remained above target and increased by 9.6 percentage points in the July-October period in Fiscal 2013 when compared to the same period in the previous fiscal year. This change is largely due to accounting adjustments and HRA expects to remain above the target through the end of the fiscal year.

### Adult Protective Services

Adult Protective Services (APS) is a state-mandated case management program for adults, 18 years of age and older, with mental and/or physical impairments who are unable to care for themselves. Services and support may include referrals for psychiatric or medical exams, assistance in obtaining and rectifying government entitlements and other social services, cleaning services and identification of alternative living arrangements.

The proposed budget for adult protective services in Fiscal 2014 is \$7,000 more than the Fiscal 2013 Adopted Budget. This minimal increase in funding can be attributed to a slight increase in City and State funding.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$21,969	\$26,796	\$26,796	\$26,796	\$0
Other Than Personal Services	19,479	21,091	21,590	21,098	7
<b>TOTAL</b>	<b>\$41,448</b>	<b>\$47,887</b>	<b>\$48,386</b>	<b>\$47,894</b>	<b>\$7</b>
<b>Funding</b>					
City Funds		\$10,439	\$10,439	\$10,443	\$3.5
State		10,698	10,943	10,702	3.5
Federal-Other		26,749	27,004	26,749	0
<b>TOTAL</b>	<b>\$41,448</b>	<b>\$47,887</b>	<b>\$48,386</b>	<b>\$47,894</b>	<b>\$7</b>
<b>Positions</b>					
Full-time Positions	401	425	425	425	0
<b>TOTAL</b>	<b>401</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Performance Measures

Adult Protective Services	FY 10 Actual	FY 11 Actual	FY 12 Actual	Target FY 13	Target FY 14	4-Month Actual FY 12	4-Month Actual FY 13
Adult Protective Services (APS) Assessment Cases	3,362	3,159	3,050	*	*	2,835	3,580
Adult Protective Services (APS) Cases Eligible for Services	6,129	6,113	6,227	*	*	6,296	6,393
Adult Protective Services (APS) Assessment Cases accepted or denied for under care within State-mandated 60 days (%)	96.40%	98.40%	98.5%	*	*	99.70%	98.70%
Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	98.90%	99.70%	99.70%	85.00%	85.00%	99.80%	99.70%

As indicated by the table above, during the first four months of Fiscal 2013, the number of assessment cases increased by 745 or 26 percent when compared to the same period in Fiscal 2012. However, cases found eligible for APS services increased by 97, or approximately two percent. The increases in APS' caseload are due in large part to the increase in referrals to APS. In addition, referrals to APS during the first four months of Fiscal 2013 increased by 11 percent when compared to the first four months of Fiscal 2012.

### CEO Evaluation

The Center for Economic Opportunity (CEO) was established by Mayor Bloomberg in 2006 to implement new ways to reduce poverty in New York City. External evaluators and HRA developed an assessment strategy to measure findings across programs that serve the same target groups. This component of CEO is used to evaluate the effectiveness of these new programs and also to develop better indices to measure poverty in the City.

The proposed budget for CEO evaluation in Fiscal 2014 is \$58,000 less than Fiscal 2013 Adopted Budget. This can be attributed to a decrease in full-time salary funding.

<i>Dollars in Thousands</i>	2012	2013	2013	2014	*Difference
	Actual	Adopted	Prelim. Plan	Prelim. Plan	2013 - 2014
<b>Spending</b>					
Personal Services	\$588	\$2,108	\$675	\$2,050	(\$58)
Other Than Personal Services	1,053	0	1,280	0	0
<b>TOTAL</b>	<b>\$1,641</b>	<b>\$2,108</b>	<b>\$1,955</b>	<b>\$2,050</b>	<b>(\$58)</b>
<b>Funding</b>					
City Funds		\$2,093	\$1,940	\$2,035	(\$58)
State		5	5	5	0
Federal-Other		9	9	9	0
<b>TOTAL</b>	<b>\$1,641</b>	<b>\$2,108</b>	<b>\$1,955</b>	<b>\$2,050</b>	<b>(\$58)</b>
<b>Positions</b>					
Full-time Positions	7	9	9	9	0
<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Performance Measures

The Council continues to urge HRA to include, at a minimum, a list of CEO programs, its assessments and an outline of which programs are successful and which are not, and what steps are being taken to improve them in the Preliminary Mayor’s Management Report.

## Domestic Violence Services

The Office of Domestic Violence and Emergency Intervention Services (ODVEIS) provides temporary housing, emergency shelter and supportive services for victims of domestic violence and their children. The Office of Domestic Violence (ODV) directly operates one emergency domestic violence shelter, oversees the reimbursement of 38 private emergency residential programs, and oversees and provides client referrals for eight transitional housing programs for victims of domestic violence. All programs provide a safe environment as well as counseling, advocacy and referral services. The Office of Emergency Intervention Services (OEIS) includes Crisis and Disaster Services, which responds to Citywide emergencies such as hurricanes and snow storms; Heatline; the Utility Assistance Program; and the federally funded Home Energy Assistance Program (HEAP), which provide energy related services to low-income households. OEIS also includes the Office of Food Programs and Policy Coordination and administers the Emergency Food Assistance Program, which supplements the food supply in nearly 550 food pantries and soup kitchens Citywide. In addition, this office runs a Food Stamp and Nutrition Outreach Program (FSNOP). The unit conducts Food Stamp Outreach to emergency feeding programs, health fairs, and community based organizations.

The proposed budget for domestic violence services in Fiscal 2014 is approximately \$2.4 million less than the Fiscal 2013 Adopted Budget. This decrease can be attributed to a \$400,000 loss in State funding for homeless prevention assistance and a \$2 million decrease in City funds as a result of the exclusion of Council funding for Teen RAPP in Fiscal 2014.

<i>Dollars in Thousands</i>	2012	2013	2013	2014	*Difference
	Actual	Adopted	Prelim Plan	Prelim Plan	2013 - 2014
<b>Spending</b>					
Personal Services	\$10,838	\$11,716	\$11,932	\$11,716	\$0
Other Than Personal Services	85,213	89,290	90,029	86,844	(2,446)
<b>TOTAL</b>	<b>\$96,051</b>	<b>\$101,006</b>	<b>\$101,962</b>	<b>\$98,560</b>	<b>(\$2,446)</b>
<b>Funding</b>					
City Funds		\$23,806	\$24,025	\$21,769	(\$2,037)
Other Categorical		0	216	0	0
State		10,842	10,834	10,434	(402)
Federal-Other		66,358	66,886	66,357	(1)
<b>TOTAL</b>	<b>\$96,051</b>	<b>\$101,006</b>	<b>\$101,962</b>	<b>\$98,560</b>	<b>(\$2,446)</b>
<b>Positions</b>					
Full-time Positions	192	197	201	197	0
<b>TOTAL</b>	<b>192</b>	<b>197</b>	<b>201</b>	<b>197</b>	<b>0</b>

\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.

### Performance Measures

DV Services	FY 10 Actual	FY 11 Actual	FY 12 Actual	Target FY 13	4-Month Actual FY 12	4-Month Actual FY 13
Domestic Violence non-residential services programs active caseload	2,901	2,849	3,065	*	3,009	3,172
Number of Domestic Violence emergency beds (capacity)	2,208	2,228	2,228	*	2,228	2,228
Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	70.00%	79,.8%	83.5%	*	83.4%	77.4%

As indicated by the table above, domestic violence non-residential caseloads increased by 5.4 percent by the end of the first quarter of Fiscal 2013, compared to the same time period in Fiscal 2012. According to HRA, this five percent fluctuation is normal during any given time period for domestic violence services.

### Council Initiatives

Domestic Violence (Dollars in Thousands)	
Teen Relationship and Abuse Prevention Program (Teen RAPP)	\$2,000
<b>TOTAL</b>	<b>\$2,000</b>

- **Teen RAPP PEG Restoration.** This \$2 million restores funding for the Teen Relationship Abuse Prevention Program (Teen RAPP) which educates and counsels teens about domestic violence in middle schools and high schools citywide.

## Employment Services Administration

HRA administers employment programs for public assistance recipients. The proposed budget for employment services administration in Fiscal 2014 would remain at the same funding level as the Fiscal 2013 Adopted Budget.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$15,123	\$18,032	\$18,185	\$18,032	\$0
Other Than Personal Services	12,396	11,962	12,417	11,962	0
<b>TOTAL</b>	<b>\$27,519</b>	<b>\$29,994</b>	<b>\$30,602</b>	<b>\$29,994</b>	<b>\$0</b>
<b>Funding</b>					
City Funds		\$8,029	\$8,779	\$8,171	\$142
State		8,262	8,247	8,247	(15)
Federal-Other		13,703	13,573	13,576	(127)
<b>TOTAL</b>	<b>\$27,519</b>	<b>\$29,994</b>	<b>\$30,602</b>	<b>\$29,994</b>	<b>\$0</b>
<b>Positions</b>					
Full-time Positions	408	258	258	258	0
<b>TOTAL</b>	<b>408</b>	<b>258</b>	<b>258</b>	<b>258</b>	<b>0</b>

\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.

### Employment Services Contracts

HRA provides a large portion of its employment services through two contracted programs and they are WeCARE and Back to Work. WeCARE serves public assistance clients who exhibit medical and/or mental health barriers to employment. The program provides clients with a continuum of assessment, treatment, and rehabilitation services to facilitate health, wellness and self-sufficiency. Back to Work programs provide job search and short-term training services to cash assistance applicants and recipients also participating in the Work Experience Program (WEP). Back to Work contracts with community-based employment and training organizations to provide job readiness training, placement services and vocational training to applicants and recipients of public assistance.

The proposed budget for employment services contracts in Fiscal 2014 is approximately \$1.7 million less than Fiscal 2013 Adopted Budget. This decrease can be attributed to a \$1.7 million reduction in homeless prevention assistance funding from the State.

<i>Dollars in Thousands</i>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>*Difference</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Prelim. Plan</b>	<b>Prelim. Plan</b>	<b>2013 - 2014</b>
<b>Spending</b>					
Other Than Personal Services	\$149,241	\$129,825	\$129,825	\$128,125	(\$1,700)
<b>TOTAL</b>	<b>\$149,241</b>	<b>\$129,825</b>	<b>\$129,825</b>	<b>\$128,125</b>	<b>(\$1,700)</b>
<b>Funding</b>					
City Funds		\$15,220	\$13,974	\$15,220	\$0
State		13,974	100,630	12,274	(1,700)
Federal-CD		0	0	0	0
Federal-Other		100,630	100,630	100,630	0
<b>TOTAL</b>	<b>\$149,241</b>	<b>\$129,825</b>	<b>\$129,825</b>	<b>\$128,125</b>	<b>(\$1,700)</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

**Performance Measures**

<b>Employment Services Contracts</b>	<b>FY 11 Actual</b>	<b>FY 12 Actual</b>	<b>Target FY 13</b>	<b>Target FY 14</b>	<b>4-Month Actual FY 12</b>	<b>4-Month Actual FY 13</b>
Clients whom HRA helped obtain employment (000)	78.7	89.5	*	*	27.7	31.9
Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)	95.1%	94.9%	*	94.9%	96.2%	102%
Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date) (%)	80%	80.8%	75%	75%	80.1%	81.1%
Cash assistance cases engaged in training or education, which may include other activities in accordance with New York City guidelines (%)	52.8%	54.8%	*	*	54.9%	53.3%
Safety Net Assistance (SNA) cases participating in work or work-related activities as calculated in accordance with State guidelines (State fiscal year to-date average) (%)	64.6%	67.4%	*	*	67.2%	65.1%
Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	36.2%	33.4%	50%	50%	N/A	N/A
Total WeCARE cases	24,395	25,454	*	*	23,693	25,729
Number of WeCARE federal disability awards	6,305	4,957	*	*	1,962	4,428

As indicated from the table above, in the first four months of Fiscal 2013, HRA assisted 31,930 clients to obtain employment, which is 15.2 percent more than the number of clients during the same period in Fiscal 2012. According to HRA, as of October 2012, the agency was on track to achieve or exceed the calendar 2012 annual goal of helping 85,000 clients to obtain employment. In addition, the percent of cash assistance cases that retained employment for 180 days remained above target for the first four months of Fiscal 2013.

For the first seven months of the current State fiscal year, which began in April 2012, the City achieved a Safety Net Assistance work participation rate that was above the State requirement of 50 percent. As of the end of the federal fiscal year in September 2012, the City’s federal family work participation rate was 33.4 percent, well under the federal annual work participation target of 50 percent. Because of its family caseload reduction, the State and the City will receive percentage point credits towards meeting the work participation target.

HRA’s WEP has faced criticism by advocates and those who are enrolled in the program. WEP participants are not provided wages or a salary for the work they perform while enrolled in the program. Working under the WEP program does not qualify participants to collect unemployment benefits if and when it ends. Similarly, work performed by WEP participants are not counted towards social security benefits.

### Public Assistance and Employment Administration

The Family Independence Administration (FIA) coordinates the Public Assistance program by administering Job Center operations. In March 1998, HRA began converting welfare offices in New York City into job centers. All eligible applicants who enter a job center are assisted in exploring and pursuing alternatives to welfare. Job Centers provide on-site access to job search and placement services, childcare information, vocational, educational and training services, as well as referrals for Medicaid, food stamp and other emergency assistance benefits. Information, services and referrals may be offered as substitutes to cash assistance in order to minimize barriers to employment and negate the need for welfare.

The proposed budget for public assistance and employment in Fiscal 2014 is \$1.1 million less than the Fiscal 2013 Adopted Budget. This can be attributed to a decrease in City, State, and federal funding.

<i>Dollars in Thousands</i>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>*Difference</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Prelim. Plan</b>	<b>Prelim. Plan</b>	<b>2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$170,656	\$170,701	\$170,383	\$169,982	(\$719)
Other Than Personal Services	55,440	55,167	55,167	54,690	(477)
<b>TOTAL</b>	<b>\$226,096</b>	<b>\$225,868</b>	<b>\$225,550</b>	<b>\$224,672</b>	<b>(\$1,196)</b>
<b>Funding</b>					
City Funds		\$86,157	\$86,070	\$85,450	(\$707)
State		20,646	20,612	20,539	(107)
Federal-Other		119,065	118,867	118,683	(382)
<b>TOTAL</b>	<b>\$226,096</b>	<b>\$225,868</b>	<b>\$225,549</b>	<b>\$224,672</b>	<b>(\$1,196)</b>
<b>Positions</b>					
Full-time Positions	2,872	3,447	3,457	3,424	(23)
<b>TOTAL</b>	<b>2,872</b>	<b>3,447</b>	<b>3,457</b>	<b>3,424</b>	<b>(23)</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

**Public Assistance Grants**

Public Assistance Grants are composed of three basic types of assistance: Family Assistance (FA) for households with children; Safety Net Assistance with a 60 month time limit (SNA- 60 Month Limit) for families with children who have exceeded the 60 month time limit for family assistance; and Safety Net Assistance (SNA) for single adults and families without children. Of the three programs, only FA receives substantial federal funding. The funding breakdown is 50 percent federal, 25 percent State and 25 percent City. Both of the SNA programs are split 50 percent between the State and the City.

The Family Assistance (FA) program, which is partially funded with TANF, State and City funds, assisted 146,436 adults and children in January 2013. In addition, another 88,956 recipients have reached their five-year limit for TANF-funded assistance and have been converted to the State and City-funded Safety Net Assistance (SNA) program. Additionally, there are 129,604 people, primarily adults, receiving SNA in January 2013.

The proposed budget for public assistance and employment in Fiscal 2014 is \$1 million more than the Fiscal 2013 Adopted Budget. This can be attributed to an increase in TANF funding.

<i>Dollars in Thousands</i>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>*Difference</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Prelim. Plan</b>	<b>Prelim. Plan</b>	<b>2013 - 2014</b>
<b>Spending</b>					
Other Than Personal Services	\$1,372,331	\$1,274,081	\$1,274,481	\$1,275,161	\$1,080
<b>TOTAL</b>	<b>\$1,372,331</b>	<b>\$1,274,081</b>	<b>\$1,274,481</b>	<b>\$1,275,161</b>	<b>\$1,080</b>
<b>Funding</b>					
City Funds		\$532,075	\$527,478	\$529,098	(\$2,977)
State		224,302	223,424	223,085	(1,217)
Federal-Other		517,704	523,579	522,978	5,274
<b>TOTAL</b>	<b>\$1,372,331</b>	<b>\$1,274,081</b>	<b>\$1,274,481</b>	<b>\$1,275,161</b>	<b>\$1,080</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

## Public Assistance Support Grants

This program area contains funding for public assistance non-grant services, including burials for the indigent and summer camp fees for children on public assistance. There is no difference in the level of funding for public assistance support grants between the Fiscal 2014 Preliminary Plan and the Fiscal 2013 Adopted Budget.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Other Than Personal Services	\$17,078	\$20,114	\$20,114	\$20,114	\$0
<b>TOTAL</b>	<b>\$17,078</b>	<b>\$20,114</b>	<b>\$20,114</b>	<b>\$20,114</b>	<b>\$0</b>
<b>Funding</b>					
City Funds		\$13,805	\$14,343	\$14,343	\$538
State		1,322	784	784	(538)
Federal-Other		4,987	4,987	4,987	0
<b>TOTAL</b>	<b>\$17,078</b>	<b>\$20,114</b>	<b>\$20,114</b>	<b>\$20,114</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

## Home Energy Assistance

The Home Energy Assistance Program (HEAP) is a federally funded program that provides grants to low-income homeowners and renters to assist them in paying bills for heating fuel, equipment and repairs. The grants range from \$40 to \$400 a year. The program consists of regular HEAP and emergency benefits. There is no difference in the level of funding for HEAP between the Fiscal 2014 Preliminary Plan and the Fiscal 2013 Adopted Budget.

<i>Dollars in Thousands</i>	2012 Actual	2013 Adopted	2013 Prelim. Plan	2014 Prelim. Plan	*Difference 2013 - 2014
<b>Spending</b>					
Personal Services	\$1,648	\$1,669	\$1,669	\$1,669	\$0
Other Than Personal Services	36,590	22,000	25,477	22,000	0
<b>TOTAL</b>	<b>\$38,238</b>	<b>\$23,669</b>	<b>\$27,146</b>	<b>\$23,669</b>	<b>\$0</b>
<b>Funding</b>					
City Funds		\$161	\$161	\$161	\$0
State		82	82	82	0
Federal-Other		23,426	26,903	23,426	0
<b>TOTAL</b>	<b>\$38,238</b>	<b>\$23,669</b>	<b>\$27,146</b>	<b>\$23,669</b>	<b>\$0</b>
<b>Positions</b>					
Full-time Positions	25	31	31	31	0
<b>TOTAL</b>	<b>25</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

## Information Technology Services

This program area contains funding for the information technology needs of the agency. The proposed budget for information technology services in Fiscal 2014 is \$505,000 less than the Fiscal 2013 Adopted Budget. This decrease can be attributed to a decrease in City, State, and federal funding.

<i>Dollars in Thousands</i>	<b>2012 Actual</b>	<b>2013 Adopted</b>	<b>2013 Prelim. Plan</b>	<b>2014 Prelim. Plan</b>	<b>*Difference 2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$48,301	\$42,541	\$42,106	\$42,540	(\$1)
Other Than Personal Services	32,938	34,507	35,348	34,003	(504)
<b>TOTAL</b>	<b>\$81,239</b>	<b>\$77,048</b>	<b>\$77,454</b>	<b>\$76,543</b>	<b>(\$505)</b>
<b>Funding</b>					
City Funds		\$15,037	\$14,752	\$14,783	(\$254)
State		17,051	17,032	16,964	(87)
Federal-Other		44,960	44,945	44,796	(164)
Intra-City		0	725	0	0
<b>TOTAL</b>	<b>\$81,239</b>	<b>\$77,048</b>	<b>\$77,454</b>	<b>\$76,543</b>	<b>(\$505)</b>
<b>Positions</b>					
Full-time Positions	566	621	621	621	0
<b>TOTAL</b>	<b>566</b>	<b>621</b>	<b>621</b>	<b>621</b>	<b>0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Investigations and Revenue Administration

This program area is composed of two distinct offices: the Office of Investigations and the Office of Revenue and Administration. The Office of Investigations conducts criminal investigations of individuals and organized groups alleged to be attempting or committing fraudulent acts against social service programs. The Bureau of Eligibility Verification, a department within the Office of Investigations, contributes to the integrity of the public assistance eligibility process through reviews of applicants and recipients of assistance. The Office of Revenue and Administration is responsible for recovery of overpayments and monies due to HRA.

The proposed budget for investigations and revenue administration in Fiscal 2014 is \$4.6 million greater than the Fiscal 2013 Adopted Budget. This increase can be attributed to HRA’s agency integrity new need, which is funded through City, State, and federal funds.

<i>Dollars in Thousands</i>	<b>2012 Actual</b>	<b>2013 Adopted</b>	<b>2013 Prelim. Plan</b>	<b>2014 Prelim. Plan</b>	<b>*Difference 2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$62,217	\$56,808	\$61,714	\$61,437	\$4,629
Other Than Personal Services	437	270	270	270	0
<b>TOTAL</b>	<b>\$62,654</b>	<b>\$57,078</b>	<b>\$61,984</b>	<b>\$61,707</b>	<b>\$4,629</b>
<b>Funding</b>					
City Funds		\$15,725	\$14,812	\$17,900	\$2,175
State		11,502	15,226	12,359	857
Federal-Other		29,851	31,945	31,449	1,598
<b>TOTAL</b>	<b>\$62,654</b>	<b>\$57,078</b>	<b>\$61,983</b>	<b>\$61,707</b>	<b>\$4,629</b>
<b>Positions</b>					
Full-time Positions	1,234	1,093	1,108	1,193	100
<b>TOTAL</b>	<b>1,234</b>	<b>1,093</b>	<b>1,108</b>	<b>1,193</b>	<b>100</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Financial Plan Actions

- Increasing Staff to Maintain Agency Integrity.** HRA’s agency integrity new need requires an additional 100 staff members to aid in fraud detection in HRA’s public benefits programs. Although the agency is transitioning to more technology centered client exchanges, HRA claims that there is still a need for personnel to combat fraud and to maintain the agency’s integrity from the back end. The agency estimates that it will need \$4.6 million for the initiative in Fiscal 2014, of which \$2.1 million is City funding.

### Performance Measures

Agency-wide Management	FY 10 Actual	FY 11 Actual	FY 12 Actual	Target FY 13	Target FY 14	4-Month Actual FY 12	4-Month Actual FY 13
Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	N/A	N/A	N/A	*	*	N/A	87.3

For the first four months of Fiscal 2013, the amounts collected and costs avoided because of efforts to combat Medicaid fraud, waste and abuse was approximately \$87.3 million and for calendar year 2012, the total amount collected and costs avoided was \$261.8 million. Savings were generated by focusing efforts on client and provider Medicaid fraud, including provider prescription drug fraud, and database matches with other states and record keeping systems.

**Substance Abuse Services**

The Substance Abuse Services program area includes rehabilitation services for clients with substance abuse problems that are a barrier to employment and independent living. There is no difference in the level of funding for substance abuse services between the Fiscal 2014 Preliminary Plan and the Fiscal 2013 Adopted Budget.

<i>Dollars in Thousands</i>	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>*Difference</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Prelim. Plan</b>	<b>Prelim. Plan</b>	<b>2013 - 2014</b>
<b>Spending</b>					
Other Than Personal Services	\$72,267	\$69,299	\$73,498	\$69,299	\$0
<b>TOTAL</b>	<b>\$72,267</b>	<b>\$69,299</b>	<b>\$73,498</b>	<b>\$69,299</b>	<b>\$0</b>
<b>Funding</b>					
City Funds		\$32,591	\$32,591	\$32,591	\$0
State		17,098	17,098	17,098	0
Federal-Other		19,610	19,610	19,610	0
Intra-City		0	4,199	0	0
<b>TOTAL</b>	<b>\$72,267</b>	<b>\$69,299</b>	<b>\$73,498</b>	<b>\$69,299</b>	<b>\$0</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### General Administration

This program area is for all other administrative functions which cannot be clearly linked to a specific program area. The proposed budget for general administration in Fiscal 2014 is approximately \$23 million less than the Fiscal 2013 Adopted Budget. This decrease is largely attributed to a \$25 million PEG in which HRA collected revenues from the sale of seven city-owned buildings that were used as “Multi Service Centers.”

<i>Dollars in Thousands</i>	<b>2012 Actual</b>	<b>2013 Adopted</b>	<b>2013 Prelim. Plan</b>	<b>2014 Prelim. Plan</b>	<b>*Difference 2013 - 2014</b>
<b>Spending</b>					
Personal Services	\$114,994	\$120,177	\$125,730	\$119,816	(\$361)
Other Than Personal Services	152,797	159,385	183,877	132,320	(27,065)
<b>TOTAL</b>	<b>\$267,791</b>	<b>\$279,562</b>	<b>\$309,607</b>	<b>\$252,136</b>	<b>(\$27,426)</b>
<b>Funding</b>					
City Funds		\$98,790	\$98,420	\$72,084	(\$26,706)
State		51,396	51,956	50,744	(652)
Federal-Other		124,421	152,855	123,289	(1,132)
Intra-City		4,954	6,371	6,019	1,065
<b>TOTAL</b>	<b>\$267,791</b>	<b>\$279,562</b>	<b>\$309,602</b>	<b>\$252,136</b>	<b>(\$27,426)</b>
<b>Positions</b>					
Full-time Positions	2,168	1,968	1,954	1,954	(14)
<b>TOTAL</b>	<b>2,168</b>	<b>1,968</b>	<b>1,954</b>	<b>1,954</b>	<b>(14)</b>

*\*The difference of Fiscal 2013 Adopted compared to Fiscal 2014 Preliminary Plan funding.*

### Financial Plan Actions

- **Health and Human Services (HHS) Connect.** HHS-Connect links more than a dozen City agencies so that caseworkers are able to share client information without compromising confidentiality. There is a \$1 million decrease in City funding for other than personal services costs for HHS Connect when compared to the Fiscal 2013 Adopted Budget.

## Capital Program

The goal of the HRA capital program is to improve social service facilities, including the replacement of building infrastructure and upgrades throughout the City; installation of local area networks for continued development of HRA connectivity within agency locations; replacement of paper case records with imaging technology based record retention systems; and upgrading, maintaining and acquiring telecommunication and data processing equipment to provide for the future operational requirements of HRA.

### Capital Budget Summary

The Preliminary Capital Commitment Plan includes \$148.6 million in Fiscal 2013-2016 for the Human Resources Administration (including City and Non-City Funds). This represents less than one percent of the City’s total \$39.36 billion Preliminary Plan for Fiscal 2013-2016. The agency’s Preliminary Commitment Plan for Fiscal 2013-2016 is 56 percent more than the \$95 million scheduled in the September Commitment Plan, an increase of \$53.6 million.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. In Fiscal 2013, the Human Resources Administration committed \$22.7 million or 4.1 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the agency’s Fiscal 2013 Capital Plan will be rolled into Fiscal 2014, thus increasing the size of the Fiscal 2014-2017 Capital Plan. The total Capital Commitment Plan for Fiscal 2013 has increased from \$17.9 billion in the September Capital Commitment Plan to \$19 billion in the Preliminary Capital Commitment Plan, an increase of \$1.1 billion or 6.2 percent.

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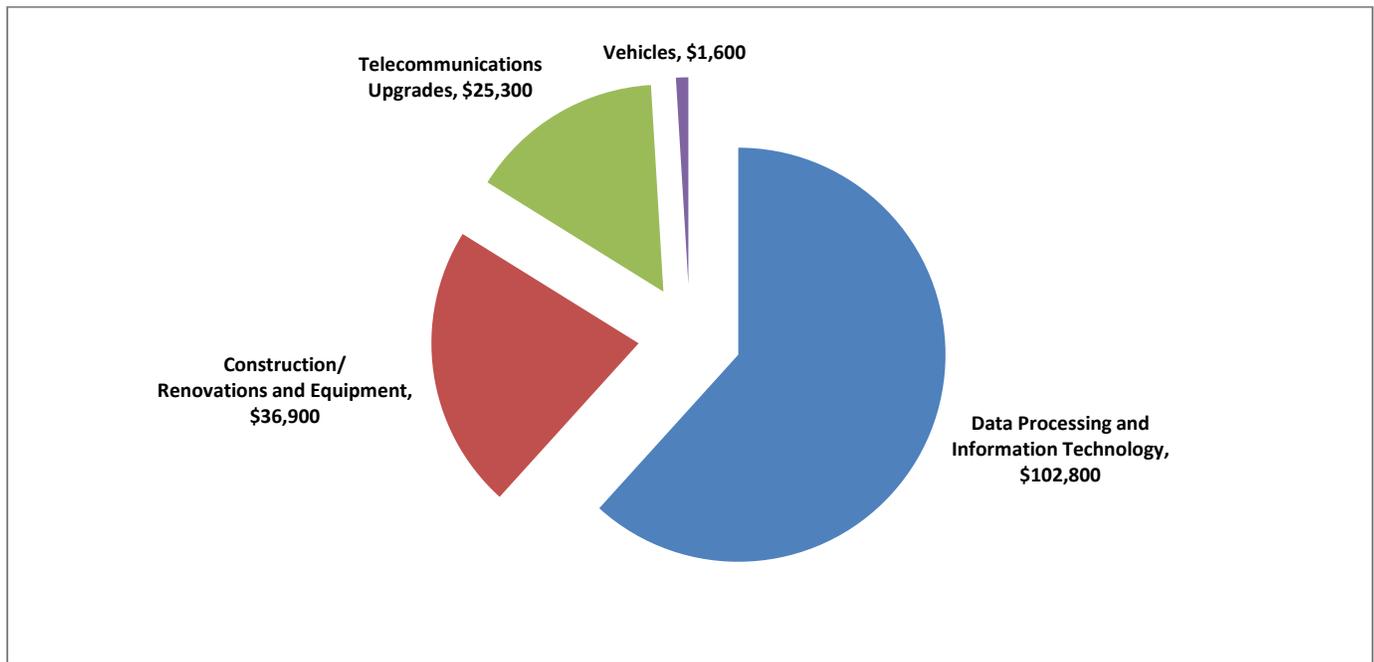
### HRA's 2013-2016 Commitment Plan: Adopted and Preliminary Budget

*Dollars in Thousands*

	FY13	FY14	FY15	FY16	Total
<b>Adopted</b>					
Total Capital Plan	\$57,305	\$20,300	\$7,346	\$10,095	<b>\$95,046</b>
<b>Prelim</b>					
Total Capital Plan	\$64,705	\$49,830	\$24,046	\$10,095	<b>\$148,676</b>
<b>Change</b>					
Level	\$7,400	\$29,530	\$16,700	\$0	<b>\$53,630</b>
Percentage	12.91%	145.47%	227.33%	0.00%	<b>56.43%</b>

**Human Resources Administration’s Preliminary Capital Commitment Plan by Ten-Year Plan Category**

(All Funds in 000’s)



**FY 2014 Preliminary Ten-Year Capital Strategy**

**FY 2014 Preliminary Ten-Year Capital Strategy**

<i>Dollars in Thousands</i>	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Telecommunications Equipment	\$2,156	\$1,340	\$2,729	\$2,569	\$2,622	\$2,674	\$2,727	\$2,775	\$2,830	\$2,886	\$25,308
Data Processing Equipment	\$35,809	\$22,706	\$4,785	\$5,312	\$5,425	\$5,526	\$5,634	\$5,739	\$5,853	\$5,970	\$102,759
Social Services Buildings	\$11,865	\$0	\$2,390	\$2,857	\$3,142	\$3,202	\$3,263	\$3,325	\$3,394	\$3,461	\$36,899
Automotive Equipment	\$0	\$0	\$191	\$191	\$193	\$197	\$200	\$205	\$209	\$214	\$1,600
<b>TOTAL</b>	<b>\$49,830</b>	<b>\$24,046</b>	<b>\$10,095</b>	<b>\$10,929</b>	<b>\$11,382</b>	<b>\$11,599</b>	<b>\$11,824</b>	<b>\$12,044</b>	<b>\$12,286</b>	<b>\$12,531</b>	<b>\$166,566</b>

**Preliminary Ten-Year Capital Strategy**

The primary focus of the Preliminary Ten-Year Capital Strategy is to improve employee productivity and the delivery of customer services through the implementation of the Client Services Reengineering Project. The Strategy includes renovations and upgrades to HRA offices serving the public and other HRA sites in a cost-effective manner. The Strategy also provides for routine upgrades of computer, printer and server systems, as well as information systems development to meet the needs of the Department’s many programs and services.

## Data Processing and Information Technology

The Preliminary Ten-Year Capital Strategy will continue to emphasize imaging and database management of records, and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracing, reporting, and intra- and inter-agency communications. The Preliminary Ten-Year Capital Strategy provides \$49.5 million, including \$3.3 million in FY 2013, to begin implementation of the Agency's Re-engineering initiative, which will redesign business processes to modernize HRA interactions with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology.

### Capital Program Goals

- ✓ Maintain, renovate, and improve social service facilities throughout the City.
- ✓ Enhance the Department's computer network infrastructure for the continued development of connectivity between and among Human Resource Administration's facilities and service providers.
- ✓ Upgrade, maintain, and acquire telecommunications and information systems equipment and technology to improve Department operation.

### Preliminary Capital Budget Highlights

- **Superstorm Sandy Spending.** The Preliminary Capital Commitment Plan added \$1.3 million for projects related to the storm. This capital funding will be used to replace technology equipment that was destroyed or lost. The funding will be treated as grant funds by the City and the commitments will be transferred to a federal Non-City budget code as they are spent.

## Appendix A

### Budget Actions in the November and Preliminary Plans

<i>Dollars in Thousands</i>	FY 2013			FY 2014		
	City	Non-City	Total	City	Non-City	Total
<b>Agency Budget as of Adopted 2013 Plan</b>	<b>\$7,258,342</b>	<b>\$2,022,965</b>	<b>\$9,281,307</b>	<b>\$7,293,322</b>	<b>\$2,018,678</b>	<b>\$9,312,000</b>
<b>Program to Eliminate the Gap (PEGs)</b>						
Fringe Benefit Reimbursement	(\$32,571)	\$32,571	\$0	(\$32,570)	\$32,570	\$0
Supportive Housing Accruals	(3,054)	(1,946)	(3,054)	(4,574)	4,269	(8,843)
Capital Reimbursement	(1,390)	1,390	0	(1,390)	1,390	0
Medical Support Enforcement	(253)	253	0	(253)	253	0
One Time Revenue Settlement	(2,000)	2,000	0	0	0	0
HIV/AIDS Program Efficiencies	(470)	(174)	(644)	(2,455)	(1,003)	(3,458)
Partial Restoration of HIV/AIDS Program Efficiencies	44	0	44	0	0	0
Revenue Maximization	(4,575)	4,575	0	(2,937)	2,937	0
Client Service Re-engineering	787	581	1,369	(1,776)	(2,485)	(4,262)
<b>TOTAL, PEGs</b>	<b>(\$43,482)</b>	<b>\$39,250</b>	<b>(\$4,232)</b>	<b>(\$45,956)</b>	<b>\$29,392</b>	<b>(\$16,564)</b>
<b>New Needs</b>						
Agency Integrity	\$1,087	\$1,226	\$2,314	\$2,175	\$2,453	\$4,628
Collective Bargaining: City Laborers	16	6	22	0	0	0
<b>TOTAL, New Needs</b>	<b>\$1,103</b>	<b>\$1,232</b>	<b>\$2,335</b>	<b>\$2,175</b>	<b>\$2,453</b>	<b>\$4,628</b>
<b>Other Adjustments</b>						
November Plan Technical Adjustments	\$32,776	(\$19,536)	\$13,240	\$34,582	(\$30,625)	\$3,957
Preliminary Plan Technical Adjustments	3,050	60,169	63,219	5,579	(3,037)	2,542
<b>TOTAL, Other Adjustments</b>	<b>\$35,826</b>	<b>\$40,633</b>	<b>\$76,459</b>	<b>\$40,161</b>	<b>(\$33,662)</b>	<b>\$6,499</b>
<b>TOTAL, All Changes</b>	<b>(\$6,553)</b>	<b>\$81,115</b>	<b>\$74,562</b>	<b>(\$3,620)</b>	<b>(1,817)</b>	<b>(\$8,834)</b>
<b>Agency Budget as of Preliminary 2014 Plan</b>	<b>\$7,251,791</b>	<b>\$2,104,083</b>	<b>\$9,355,875</b>	<b>\$7,289,701</b>	<b>\$2,016,861</b>	<b>\$9,306,563</b>

## Appendix B Contract Budget

Category	Number	Budgeted	Pct of HRA Total	Pct of City Total by Category
Contractual Services General	85	\$17,652,891	2.5%	3.9%
Telecommunications Maintenance	52	4,034,600	.6%	8.2%
Maint & Repair of Motor Vehicle Equipment	1	2,000	0%	0%
Maint & Repair, General	100	1,400,908	.2%	1.2%
Office Equipment Maintenance	165	3,004,868	.4%	23.8%
Data Processing Equipment	51	18,446,013	2.6%	9.3%
Printing Contracts	46	452,500	.1%	1.4%
Security Services	103	22,149,740	3.2%	24.7%
Temporary Services	9	1,834,419	.3%	5.1%
Cleaning Services	100	7,728,255	1.1%	32.5%
Transportation Expenditures	21	2,542,557	.4%	18.5%
Protective Services for Adults	10	19,612,733	2.8%	100%
Home Care	118	263,406,580	37.7%	100%
Non Grant Charges	64	11,893,693	1.7%	100%
Homeless Families Services	3	14,808,099	2.1%	3.9%
AIDS Services	72	142,967,997	20.5%	54.1%
Employment Services	74	149,347,229	21.4%	100%
Training Programs for City Employees	21	511,704	.1%	3.3%
Professional Services: Accounting and Auditing	8	35,301	0%	.1%
Professional Services: Legal	6	286,701	0%	.3%
Professional Services: Engineer & Architect	7	702,000	.1%	12.2%
Professional Services: Computer Services	7	15,023,345	2.2%	15.3%
Professional Services: Other	20	506,561	.1%	.3%
Bank Charges Public Assistance Account	4	124,403	0%	31.5%
<b>Fiscal 2014 Preliminary Budget</b>	<b>1,147</b>	<b>\$698,475,097</b>	<b>100%</b>	

## Appendix C

### Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services				Other Than Personal Services				Grand Total
	201	203	204	205	101	103	104	105	
Adult Protective Services	\$-	\$-	\$-	\$26,796,162	\$-	\$-	\$-	\$21,097,721	\$47,893,883
CEO Evaluation	2,049,622								2,049,622
Domestic Violence Services				11,716,413				86,843,910	98,560,323
Employment Services Administration	13,533,759	4,498,398				11,961,802			29,993,959
Employment Services Contracts						128,125,063			128,125,063
Food Assistance Programs								9,968,739	9,968,739
Food Stamp Operations	550,318	65,924,965		352,872		11,847,144			78,675,299
General Administration	107,162,209	7,176,099		5,478,151	132,319,719			0	252,136,178
HIV and AIDS Services				58,531,853				160,784,783	219,316,636
Home Energy Assistance	468,607			1,200,059		22,000,000			23,668,666
Information Technology Services	42,540,354				34,002,626				76,542,980
Investigations and Revenue Admin	61,437,274				270,200				61,707,474
Medicaid - Eligibility & Admin	3,890,047		83,880,022				27,330,356		115,100,425
Medicaid and Homecare			37,238,536				6,407,092,793		6,444,331,329
Office of Child Support Enforcement	42,682,775				3,676,421	19,605,251			65,964,447
Public Assistance and Employment Admin		169,982,031				54,689,704			224,671,735
Public Assistance Grants						1,275,160,650			1,275,160,650
Public Assistance Support Grants						20,113,556			20,113,556
Subsidized Employ & Job-Related Training						63,283,519			63,283,519
Substance Abuse Services						69,298,571			69,298,571
<b>Grand Total</b>	<b>\$274,314,965</b>	<b>\$247,581,493</b>	<b>\$121,118,558</b>	<b>\$104,075,510</b>	<b>\$170,268,966</b>	<b>\$1,676,085,260</b>	<b>\$6,434,423,149</b>	<b>\$278,695,153</b>	<b>\$9,306,563,054</b>