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Report to the Committees on Finance and General Welfare
on the Fiscal Year 2016 Executive Budget for the

Human Resources Administration

May 19, 2015

Executive Budget Summary

- **Expense Budget:** The Human Resources Administration's (HRA) Fiscal 2016 Executive Budget totals $9.86 billion.
- **Expense Budget Overview:** The Fiscal 2016 Executive Budget is $166.4 million more than HRA's Fiscal 2015 Adopted Budget of $9.75 billion.
    - Approximately $7.7 billion, or 78 percent of HRA's Fiscal 2016 budget is City tax-levy (CTL) funding, $1.5 billion, or 15 percent is from federal sources, and $641.7 million, or seven percent is from State sources.
    - HRA's overall headcount for Fiscal 2016 is 14,479. This represents an increase of 196 positions when compared to the Fiscal 2015 Adopted Budget.
- **New Needs and Other Adjustments:** The agency's Fiscal 2016 Executive Budget includes $131.6 million in new needs for Fiscal 2016 ($90 million CTL, $12.7 million State, $28.7 million federal) and $31.4 million in other adjustments.
- **Citywide Savings Program:** HRA's Executive Budget includes $72.7 million in CTL savings for Fiscal 2015, $9.8 million for Fiscal 2016, and $12.9 million for Fiscal 2017 and in the outyears.
- **Ten-Year Capital Strategy:** HRA's Ten-Year Capital Strategy for 2016-2025 totals $191.8 million, of which $137.5 million are City funds. The majority of the Capital Strategy funds technology improvements to streamline the agency's operations.
- **Capital Budget**: The agency's Fiscal 2016 capital budget totals $39.4 million, of which $33.8 million are City funds. The majority of HRA's Fiscal 2016 capital budget will fund technology upgrades and building improvements.

HRA Overview

This report provides an overview of the Human Resources Administration's Fiscal 2016 Executive Budget, a review of the significant new needs and changes included in the Executive Budget, a summary of the agency's Ten-Year Capital Strategy, and highlights of the Capital Commitment Plan for the Fiscal 2016. Appendices 1 and 2 report the changes made to the Fiscal 2015 and Fiscal 2016 Budgets since Adoption of the Fiscal 2015 Budget. For additional information on HRA's budget and its various programs, please refer to the Fiscal 2016 Preliminary Budget Report for the Human Resources Administration at http://council.nyc.gov/html/budget/2016/Pre/hra.pdf

HRA Financial Summary						
	2013	**2014**	**2015**	**Executive Plan**		***Difference**
Dollars in Thousands	**Actual**	**Actual**	**Adopted**	**2015**	**2016**	**2015 - 2016**
Spending						
Personal Services	$733,768	$727,217	$750,965	$793,953	$799,793	$48,828
Other Than Personal Services	8,780,017	8,803,878	8,996,405	9,115,315	9,063,953	67,548
TOTAL	**$9,513,785**	**$9,531,095**	**$9,747,370**	**$9,909,268**	**$9,863,746**	**$116,376**
Budget by Program Area						
HIV & AIDS Services	$216,702	$222,101	$236,378	$236,205	$239,888	$3,510
Food Assistance Programs	19,599	17,647	13,685	18,172	11,461	(2,224)
Food Stamp Operations	77,727	74,070	73,521	74,687	74,536	1,015
Medicaid-Eligibility & Admin	107,666	102,464	108,575	116,765	116,792	8,217
Medicaid & Homecare	6,476,623	6,533,148	6,523,751	6,488,105	6,456,953	(66,798)
Subsidized Employment & Job Training	89,479	88,502	86,499	94,130	100,065	13,566
Office of Child Support Enforcement	62,517	65,372	67,040	70,231	67,319	279
Adult Protective Services	41,293	40,798	47,543	47,543	47,543	0
CEO Evaluation	1,327	3,208	5,782	5,269	7,250	1,468
Domestic Violence Services	96,849	97,839	104,743	105,269	111,506	6,763
Employment Services Admin	26,635	28,458	28,194	29,271	$26,904	(1,290)
Employment Services Contracts	134,747	125,418	119,854	118,788	129,850	9,996
Public Assistance & Employment Admin	225,062	219,057	223,210	227,097	236,745	13,535
Public Assistance Grants	1,389,067	1,338,908	1,427,658	1,473,238	1,482,942	55,284
Public Assistance Support Grants	16,831	16,534	118,857	79,845	175,612	56,755
Home Energy Assistance	36,253	41,111	23,669	26,715	23,669	0
Information Technology Services	78,704	79,819	77,797	77,498	78,717	920
Investigation & Revenue Admin	63,574	81,007	84,336	84,373	86,351	2,015
Substance Abuse Services	64,792	59,461	69,299	69,299	69,299	0
General Administration	288,338	296,173	306,980	466,771	320,344	13,364
TOTAL	**$9,513,785**	**$9,531,095**	**$9,747,371**	**$9,909,268**	**$9,863,746**	**$116,375**
Funding						
City Funds	$7,318,762	$7,482,195	$7,563,618	$7,659,521	$7,692,913	$129,295
Other Categorical	89	216	0	0	0	0
State	651,040	565,001	625,325	613,632	641,709	16,384
Federal - Community Development	7,147	14,683	0	82,701	0	0

Dollars in Thousands	2013 Actual	2014 Actual	2015 Adopted	Executive Plan 2015	Executive Plan 2016	*Difference 2015 - 2016
Federal - Other	$1,528,635	$1,460,995	$1,547,597	$1,544,683	$1,518,294	($29,303)
Intra City	8,112	8,005	10,830	8,731	10,830	0
TOTAL	**$9,513,785**	**$9,531,095**	**$9,747,370**	**$9,909,268**	**$9,863,746**	**$116,376**
Budgeted Headcount						
Full-Time Positions	13,780	13,483	14,279	14,535	14,439	160
Full-Time Equivalent Positions	28	76	4	37	40	36
TOTAL	**13,808**	**13,559**	**14,283**	**14,572**	**14,479**	**196**

The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Executive Budget.

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The City's Fiscal 2016 Executive Budget totals $78.3 billion, $3.3 billion more than the Fiscal 2015 Adopted Budget of $75 billion. City funds (City tax-levy and non-tax revenues) total $58.1 billion, compared to the Fiscal 2015 Adopted Budget amount of $56.1 billion. For the Human Resources Administration, the Fiscal 2016 Executive Budget totals $9.86 billion. This represents approximately 12.6 percent of the City's total budget.

The Human Resources Administration's Fiscal 2016 Executive Budget of $9.86 billion is $116.4 million more than its Fiscal 2015 Adopted Budget of $9.7 billion. The $116.4 million increase is due to growth in the Personal Services (PS) budget of $48.8 million and in the Other Than Personal Services (OTPS) budget of $67.5 million. The majority of this increase can be attributed to the agency's large investment in anti-eviction services, legal services, homeless and homeless prevention programs, and mayoral initiatives such as the City's municipal ID program. The proposed budget is $16 million more than HRA's Fiscal 2016 Preliminary Budget.

At the time of adoption for Fiscal 2015, HRA's projected Fiscal 2016 Budget was $9.65 billion $96 million less than the Fiscal 2015 Adopted Budget of $9.74 billion. HRA's projected headcount of 10,289 for Fiscal 2016 was also 138 less than the Fiscal 2015 budgeted headcount of 10,151. This decrease in headcount can be attributed to natural attrition and HRA's effort to consolidate staffing as part of the City Savings Program (see page 6 for more information).

Since the adoption of the Fiscal 2015 Budget, several initiatives have impacted both the agency's budget and headcount for Fiscal 2015 and Fiscal 2016. For Fiscal 2015 these include $88.6 million in new needs, $73.2 million in other adjustments, and headcount changes of 231. For Fiscal 2016 these include $222.4 million in new needs, a reduction of $10 million in other adjustments, and headcount changes of 1,179. Combined, these changes reconcile the agency to its current budget of $9.9 billion for Fiscal 2015 and $9.8 billion for Fiscal 2016. Headcount changes are reconciled to 14,572 in Fiscal 2015 and 14,479 in Fiscal 2015. (See Appendix 2 for a list of all budget actions since adoption.)

The Department's Executive Budget for Fiscal 2016 shows a $116.4 million increase from the Fiscal 2015 Adopted Budget, but a $45.5 million decrease when compared to the current Fiscal 2015 budget. For Fiscal 2015, changes introduced in the Executive Plan include $73.2 million in savings from the Citywide Savings Program, $447,048 in new needs, $29.2 million in other adjustments, and a headcount change of 57. For Fiscal 2016, changes include $21.7 million in savings from the Citywide Savings Program, $90 million in new needs, $31.4 million in other adjustments, and a headcount change of 585. The agency's overall headcount shows an increase of 196 positions from Fiscal 2015 to 2016. (See Appendix 1 for a list of all Executive Budget changes)

Below is a summary of key funding changes by program area and source when comparing HRA's Fiscal 2016 Executive Budget to its Fiscal 2015 Adopted Budget.

- **Increase in City Funds.** HRA's Fiscal 2016 City funding totals $7.6 billion, or approximately 78 percent of the agency's total budget. When compared to the Fiscal 2015 Adopted Budget, City funding increases by $129.2 million for Fiscal 2016. This increase in City resources can be attributed to funding for the new homeless rental assistance program referred to as Living in Communities (LINC) and increased funding to support Cash Assistance clients.
- **Increase in Headcount.** HRA's Fiscal 2016 full-time position headcount increases by 160. The majority of the increase can be attributed to 289 in additional staff for food stamp operations, which will allow HRA to maintain services as the agency transitions to a more modernized and user-friendly approach with the rollout of the agency's Benefits Re-engineering Initiative.
- **Decrease in Medicaid and Homecare.** HRA's Fiscal 2016 Executive Budget reflects a $66.7 million decrease in funding. The majority of funding for Medicaid and Homecare comes from City funding, which represents the City's portion of the cost of the Medicaid program. Of the $66.7 million decrease, $32.7 is attributed to HRA no longer claiming Medical Assistance (MA) for inmates. HRA was claiming MA for inmates on behalf of the Health and Hospital Corporation (HHC) under a memorandum of understanding (MOU). HRA is no longer able to claim MA on behalf of inmates due to a directive by the New York State Department of Health, and now HHC will claim these benefits directly. The remaining $31.2 million decrease can be attributed to HRA no longer being able to claim the local share of the Medicaid Management Information System (MMIS) on behalf of the City under a MOU with HHC. MMIS is the mechanized claims processing and information retrieval system which states are required to have, unless waived. HHC will now be claiming MMIS on behalf of the City as well.
- **Increased Funding for Public Assistance Grants.** Funding for Public Assistance Grants increased by $55.2 million in Fiscal 2016. This additional funding will support an average of 360,215 ongoing Cash Assistance benefits recipients and 8,654 one-time emergency assistance recipients each month.
- **Increased Funding for Public Assistance Support Grants.** HRA's funding for Public Assistance Support Grants increases by $56.7 million in Fiscal 2016. The majority of this increase can be attributed to City funding for services and charges and contractual services related to the LINC program and HRA's rental assistance program.
- **Increased Funding for Subsidized Employment and Job-Related Training.** HRA's Fiscal 2016 Executive Budget reflects a $13.5 million increase. This increase in funding is for other than personal services costs associated with employment services.
- **Decreased Funding for Food Assistance.** HRA's funding for Food Assistance Programs decreased by $2.2 million in Fiscal 2016. The majority of this decrease is due to a loss of funding from the federal Food Stamp Nutrition Education Grant.

New in the Executive Budget

The Fiscal 2016 Executive Budget increases the Department's budget by $166.4 million when compared to the Fiscal 2015 Adopted Budget. The Fiscal 2016 Executive Budget includes $131.6 million in new needs for Fiscal 2016, of which, $90 million is City tax-levy and $142.6 million in new needs in Fiscal 2017, of which $102.6 million is City tax-levy. The majority of the new needs fund rental assistance programs, homelessness service programs, and legal services. In addition, the Fiscal 2016 Executive Budget introduces efficiency measures to save $72.7 million in Fiscal 2015 and $9.8 million in Fiscal 2016.

- **Tenant-Based Rental Assistance Program.** The Fiscal 2016 Executive Budget includes $10.8 million for Fiscal 2016 for a new Tenant-Based Rental Assistance (TBRA) Program, of which, $10.6 million is federal funding from the U.S. Department of Housing and Urban Development and $18.4 million ($18 million in federal funding) in Fiscal 2017 and in the outyears. This program will provide assistance to 1,250 households that are either currently residing in shelter or are chronically street homeless. Households that are eligible for the program must have at least one member receiving federal supplemental security income (SSI) or social security benefits.
- **Prevention Subsidy – City FEPS.** HRA introduced a new prevention subsidy program in April 2015 that is modeled after the State's Family Eviction Prevention Supplement (FEPS). FEPS is a housing supplement to help prevent evictions and provide rental support to families**.** Funding for this program totals $8.4 million in Fiscal 2016 and $12 million for Fiscal 2017. The City FEPS program will assist approximately 1,000 families with children over a 12 month period to secure permanent housing. Subject to availability of funding, the rental supplement will be continued indefinitely for families who remain eligible for the program. To be eligible for the City FEPS program, families with children must be receiving Public Assistance (PA) or be eligible for PA and:
    1. Reside in a New York City Department of Homeless Services (DHS) or HRA shelter and, within the 12 months prior to entering the City shelter system, have been evicted or left a residence in New York City that was the subject of an eviction proceeding or have had to leave such a residence because of a vacate order issued by a City agency or a foreclosure action or for health and safety reasons as determined by a City agency, or
    2. Include a survivor of domestic violence (DV) as certified by HRA and either reside in DHS shelter and be eligible for HRA shelter or reside in an HRA shelter and have reached the maximum time limit for residence in an HRA shelter, or
    3. Be at risk of entry into DHS shelter as determined by HRA in consultation with DHS and within the last 12 months have been evicted or have lived in a residence in New York City that was or is the subject of an eviction proceeding, a vacate order issued by a City agency or a foreclosure action, or was or is required to leave such a residence for health or safety reasons as determined by a City agency, or
    4. Reside in a DHS shelter that has been identified by DHS for imminent closure.
- **Anti-Eviction Legal Services.** HRA's Fiscal 2016 Executive Budget includes $20 million in City funding for Fiscal 2016 and $36 million in Fiscal 2017 and in the outyears for anti-eviction legal services for residents of neighborhoods in 13 zip codes identified for

rezoning. This allocation includes funding for 23 positions. Total funding for anti-eviction services in Fiscal 2016 is $44.6 million.

- **Municipal Identification Card (IDNYC).** The Fiscal 2016 Executive Budget includes an additional $6.5 million in Fiscal 2015 and $14.8 million for Fiscal 2016 for the expansion of the City's municipal identification card program, or the IDNYC initiative. This additional funding will provide enhanced staffing and resources that will enable all those that apply for identification card to reserve an appointment within 90 days. Fiscal 2016 funding for the administration of the IDNYC program totals $24.5 million.
- **Living in Communities VI Program.** In March 2015, the Administration announced LINC VI, a rental assistance program that helps families with children move out of shelter and reunify with host families consisting of friends or relatives. To be eligible for LINC VI, clients must be currently residing in a DHS or HRA shelter for 90 consecutive days, total household income cannot exceed 200 percent of the federal poverty line, have an active or single issue PA case, and have identified a qualifying host family based. To be a qualified host family, the following requirements must be met:
    - The host family must include the primary tenant or owner.
    - The addition of client transitioning out of shelter to the host family residence must not create overcrowding of the residence.
    - The host family must be evaluated by the City to ensure health and safety.
    - Members of the host family must pass an evaluation, including a review of Administration for Children's Services (ACS) records if any and clearance with the Statewide Central Registrar of Child Abuse and Maltreatment and the New York State Sex Offender Registry.

  HRA's Fiscal 2016 Executive Budget includes $386,000 for LINC VI for the remainder of Fiscal 2015, $3.6 million for Fiscal 2016, and $5 million for Fiscal 2017. LINC VI will transition 250 families with children out of shelter in Fiscal 2015 and 500 families with children annually beginning in Fiscal 2016. The host family will receive a rental subsidy that varies based on family size and may not be more than half of the host family's rent. The LINC VI rental subsidy can be renewed for up to five years.
- **Reasonable Accommodations.** As part of legal settlement of the class action lawsuit, *Lovely H. v. Eggleston*, HRA will implement a series of reforms to better assess Cash Assistance (CA) clients and provide greater access to the Department's services for clients with disabilities. HRA's Fiscal 2016 Executive Budget includes $13.1 million in Fiscal 2016 and $5.9 million in Fiscal 2017 and in the outyears to increase staffing by 19 positions in Fiscal 2015 and 74 positions in Fiscal 2016 to implement policies and procedures and modify programs to provide clients with disabilities meaningful access to programs and services.
- **Mental Health Services at Family Justice Centers.** As part of a broader citywide initiative to improve access to mental health services, HRA in partnership with HHC will provide one psychiatrist and one psychotherapist at each of the five Family Justice Centers. Funding for this initiative totals $2 million in Fiscal 2016 and $3.3 million in Fiscal 2017 and in the outyears.

- **Frontline Staffing Enhancements.** HRA's Fiscal 2016 Executive Budget includes $12.3 million in Fiscal 2016 for 252 positions and $13.7 million for 281 positions in Fiscal 2017 to staff HRA call centers. This increase in staffing will assist in providing homeless prevention services, rental arrears, HIV/AIDS Service Administration (HASA) case management, legal services, and assistance at DHS HomeBase centers.
- **Citywide Savings Program.** Along with the Fiscal 2016 Executive Budget, the Office of Management and Budget (OMB) released a Citywide Savings Program that outlines plans to reduce City spending by $589 million in Fiscal 2015 and $465.5 million in Fiscal 2016. To develop the program, OMB asked all agencies to identify efficiencies, alternative funding sources and programmatic changes that would yield budgetary savings without reducing service levels. HRA has proposed CTL savings totaling $9.8 million in Fiscal 2016; one percent of HRA's budget. HRA's savings plan is as follows:
    - **Master Contractor for HASA Efficiency.** Starting in Fiscal 2016, HRA will consolidate HIV/AIDS Services Administration (HASA) emergency housing oversight under a single contractor to eliminate the need for HRA staff to manage payments to multiple providers. By consolidating oversight of HASA contracts to one contractor, HRA expects to save $249,000 in City funds in Fiscal 2016 and in the outyears
    - **Staffing Realignment Efficiency.** Beginning in Fiscal 2015, HRA will reduce unnecessary administrative processes and functions, and redirect resources and staff to bolster call centers, homeless prevention services, and other services. HRA will save $442,000 in CTL for Fiscal 2015, $9.6 million in CTL for Fiscal 2016, and $12.7 million in CTL Fiscal 2017 and in the outyears through this realignment. The staffing realignment will reduce staff by 252 through natural attrition, consolidation, and reassigning existing staff.
    - **Fringe Benefit Reimbursement Efficiency.** For Fiscal 2015, the federally negotiated fringe reimbursement rate will result in additional revenues for the agency. HRA's Fiscal 2015 budget reflects a $72.3 million surplus in federal fringe revenue and the agency will reflect this surplus as a savings.

HRA Budget Highlights

Although the Department's Fiscal 2016 Budget does not include any major changes in funding across most of the agency's program areas, there are many significant financial plan actions within HRA's overall budget. In the Fiscal 2016 Preliminary Plan, HRA added significant funding for the City's new homeless rental assistance program, LINC, homeless prevention programs, legal services including anti-eviction services, and rental arrears programs. Below are some of the key highlights from the agency's Fiscal 2016 Preliminary Budget, State budget items, significant program area funding changes in the Fiscal 2016 Executive Budget, as well as overall agency issues and concerns.

- **Living in Communities (LINC) Funding.** The November Plan and the Fiscal 2016 Preliminary Plan included over $85 million combined for the LINC program and related services such as landlord and broker's fee bonuses, of which, more than $77 million were City funds. Total Fiscal 2016 funding for the administration of LINC III, IV, V, and VI programs totals $57.5 million.

- **Increased Supplemental Nutrition Assistance Program (SNAP) Staffing.** The Fiscal 2016 Preliminary Plan added $13.8 million for Fiscal 2016 and $7.7 million for Fiscal 2017 and in the outyears for 515 additional staff to allow HRA to maintain services at SNAP centers. The additional staffing will bring the total headcount for Food Stamp Operations to 1,500. The Fiscal 2016 Budget for Food Stamp Operations totals $74.5 million, of which, approximately $67 million funds headcount.
- **Homeless Program Support.** Beginning in Fiscal 2015, HRA increased its focus on homelessness prevention. The Fiscal 2016 Preliminary Plan includes $1.9 million, of which, $1.4 million are City funds for Fiscal 2015 and $3.9 million, of which $2.9 are City funds in Fiscal 2016 and in the outyears, for 79 staff that will provide operational and administrative support for LINC and homeless prevention programs.
- **Fiscal 2016 Preliminary Budget Response.** In April 2015, the Council released its response to the Administration's Fiscal 2016 Preliminary Budget. The following items are part of the Council's response; but none were included in HRA's Fiscal 2016 Executive Budget.
    - **Re-establishing a Central Insurance Program.** For decades, New York City's Central Insurance Program (CIP) provided insurance for nonprofit providers who had contracts with four City agencies including HRA. Beginning in Fiscal 2013, the City ceased to provide health insurance through CIP. The Council called for the Administration to examine the feasibility of restoring the Central Insurance Program, but no provisions in the Fiscal 2016 Executive Budget has been made for such an examination.
    - **Expand the Teen Relationship Abuse Prevention Program.** Prior to Fiscal 2011, HRA's Teen Relationship Abuse Prevention Program's (RAPP) budget stood at $3 million, but in Fiscal 2011, a budget cut eliminated all support for the program. The Council restored Teen RAPP with a $2 million allocation, and this funding was subsequently baselined by the Administration in Fiscal 2014. The Council called upon the Administration to add an additional $1 million to the upcoming Teen RAPP Request for Proposals (RFP), but no additional funding for the program was added to the agency's Fiscal 2016 Executive Budget.
    - **Boost Budget for the Emergency Food Assistance Program.** Federal cuts in 2013, which reduced SNAP benefits on average by $18, have created a strain on emergency food pantries across the City and pantries have been inundated with people in need of food once their monthly SNAP benefits have run out. The Council called upon the Administration to increase baseline funding for EFAP by $14.4 million to account for rising poverty and food costs, as well as adjust for the current inadequacy of the food supply, which only allows food pantries to provide 5.8 meals in a typical pantry bag - far short of the New York State's nine-meal standard, but no additional funding for EFAP was included in HRA's Fiscal 2016 Executive Budget.
    - **Support the Homelessness Prevention Project**. The Court-Based Homelessness Prevention Project targets at-risk tenants from specific zip codes with high rates of families entering shelter in the DHS shelters. The program provides ongoing social services case management to families in addition to "brief" legal services, such as housing counseling from lawyers or paralegals when appropriate. Cases are identified by housing court staff and assigned to a specific judge in each housing

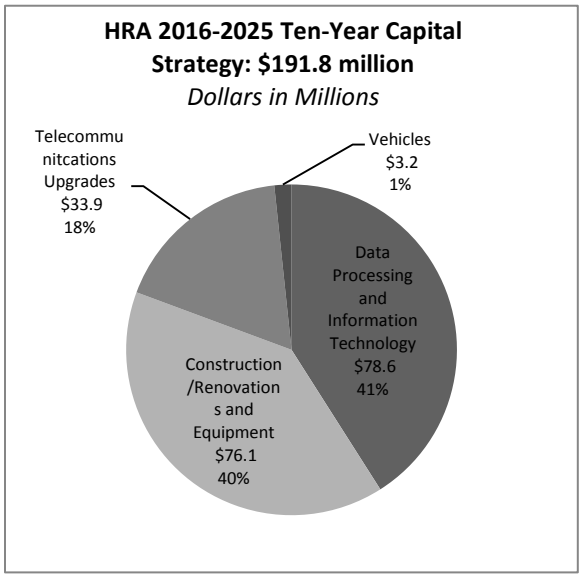
court who is assigned to the program. The Court-Based Homeless Prevention Project has been proven to be a unique approach to preventing families entering the shelter system. The Council called upon the Administration to increase Court-Based Homelessness Prevention Project funding by $7.5 million to serve 6,000 more families annually in a total of ten zip codes, but no additional funding was included for this program.

- **Investment in Homeless Services.** The State Executive Budget capped the Office of Children and Family Services (OCFS) youth facility billings to local social service districts at a cumulative $275 million through 2018 to 2019, saving local districts approximately $425 million. New York City is required to invest its share of savings, estimated to be $220 million, in rental assistance programs such as the LINC program or other services for the homeless population. The Administration is still determining how to invest these savings.
- **Establish a New York City Share for Emergency Assistance to Needy Families (EAF) Expenditures.** The State Executive Budget established a ten percent local share for New York City to support the Emergency Assistance to Needy Families (EAF) program, which provides short-term assistance in crisis situations to eligible families earning less than 200 percent of the Federal Poverty Line (FPL). In order to comply with this State policy, HRA will swap $10 million in federal funding with City funds, which will create no gross impact on the agency's overall budget.

HRA Capital Program

Ten-Year Capital Strategy

The Ten-Year Capital Strategy (the Strategy) is created every other year, as prescribed by the City's Charter, and represents the Administration's priorities for maintaining the City's core infrastructure, moving the City's infrastructure towards a state of good repair and meeting legal mandates. The Strategy is broken into unique Ten-Year Plan Categories for each City agency which describe the different types of work planned. The Strategy also plays a key role in establishing the planned capital commitments for the City's five-year Executive Capital Commitment Plan, which is a subset of this long term strategic document.



The Ten-Year Capital Strategy released by the Mayor on May 7, 2015 totals $83.8 billion (all funds) an increase of $16.1 billion or 23.8 percent from the Preliminary Ten-Year Capital Strategy total of $67.7 billion. HRA's Ten-Year Capital Strategy for Fiscal 2016-2025 totals approximately $191.8 million, of which $137.5 million are City funds.

HRA's capital projects are divided into five categories as illustrated by the chart below.

HRA Acronym Fiscal 2016-2025 Ten-Year Capital Strategy											
Dollars in Thousands	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Data Processing and Information Technology	$13,434	$10,122	$9,774	$5,526	$9,673	$5,739	$5,853	$5,970	$6,167	$6,369	$78,627
Social Services Buildings	18,121	3,236	6,324	9,324	9,263	13,325	3,394	3,461	3,574	3,692	73,714
Telecommunitcations Upgrades	6,546	2,569	4,836	2,674	2,727	2,775	2,830	2,886	2,979	3,078	33,900
Automotive Equipment	1,154	191	191	433	200	205	209	214	219	226	3,242
Equipment	156	1,366	0	820	0	0	0	0	0	0	2,342
Total	**$39,411**	**$17,484**	**$21,125**	**$18,777**	**$21,863**	**$22,044**	**$12,286**	**$12,531**	**$12,939**	**$13,365**	**$191,825**

The majority of HRA's Ten-Year Capital Strategy funds data processing and information technology projects, maintenance and repairs to social services buildings, as well as telecommunications upgrades. Details regarding the agency's Ten-Year Capital Strategy provided below.

- **Date Processing and Information Technology.** The $78.6 million capital investment over ten years for data processing and information technology will streamline technology operations and emphasize imaging and database management of records and the maintenance and upgrade of computer equipment and software for greater efficiency in caseload tracking, reporting, and intra- and inter-agency communications. The Ten-Year Capital Strategy allocates $49.3 million to continue the implementation of the agency's Client Benefits Re-engineering initiative, which will redesign business processes to modernize HRA's interaction with clients through a virtual client service center including upgrades to ACCESS NYC, an online public screening tool to determine the City, State and federal health and human service benefit programs eligibility, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology. Other information technology enhancements include mobile applications for clients to access their accounts, streamlined on-line applications and re-certifications, and upgrades to the Interactive Voice Response System (IVRS) to provide a better client experience.
- **Construction/Renovations to Social Service Buildings.** HRA will invest $76.1 million for improvements to maintain the structural integrity of over 70 HRA facilities including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical and plumbing, and the continuation of consolidation of HRA's facilities.
- **Telecommunications Infrastructure Upgrades.** The agency's Ten-Year Capital Strategy invests $33.9 million to improve the connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems such as Voice Over Internet Protocol (VOIP), and extensive network of servers and data storage systems, and routine replacement of workstation equipment.
- **Automotive Equipment.** HRA will invest $3.2 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

Capital Commitment Plan

The Fiscal 2016 Executive Budget Capital Commitment Plan includes $211.7 million in Fiscal 2015-2019 for HRA. This represents less than one percent of the City's total $73.8 billion Executive Plan for Fiscal 2015-2019. HRA's Executive Commitment Plan for Fiscal 2015-2019 remains relatively unchanged when compared to its HRA's Preliminary Commitment Plan.

The majority of 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 2014, HRA committed $64.5 million or 51.3 percent of its annual capital plan. Therefore, it is assumed that a significant portion of the agency's Fiscal 2015 Capital Plan will be rolled into Fiscal 2016, increasing the size of the Fiscal 2015-2019 Capital Plan as reflected in the chart below.

HRA's 2015-2019 Capital Commitment Plan						
Dollars in Thousands	**2015**	**2016**	**2017**	**2018**	**2019**	**Total**
Preliminary Plan	$134,390	$23,689	$22,544	$18,954	$11,599	**$211,176**
Executive Plan	114,951	39,411	17,484	21,125	18,777	**211,748**
Change	(19,439)	15,722	(5,060)	2,171	7,178	**572**
Percentage Change	(14%)	66%	(22%)	11%	62%	**0%**

Source: OMB Fiscal 2016 Executive Capital Commitment Plan

Executive Capital Budget Highlights

HRA's Fiscal 2016 Executive Capital Commitment Plan increased by $15.7 million, or 66 percent when compared to its Fiscal 2016 Preliminary Capital Commitment Plan. Major capital projects that the agency will invest in in Fiscal 2016 are highlighted below.

- **Virtual Client Service Centers.** HRA allocated $10.6 million in the Fiscal 2016 Executive Capital Plan towards computer equipment for its virtual client centers. Starting in October 2013, HRA placed computer banks in six SNAP centers, allowing clients to apply online at their own pace, rather than making an appointment to see an HRA worker.
- **4 World Trade Center.** HRA allocated $5 million in the Fiscal 2016 Executive Capital Plan towards improvements for the agency's new headquarters at 4 World Trade Center. The agency moved to its new headquarters in Spring 2015, and the new headquarters will house staff currently located at its 180 Water Street and 2 Washington Street offices.
- **Elmcor Rehabilitation Project.** HRA will allocate $5.4 million towards improvements to Elmcor Youth and Adult Activities recreation center.
- **Computer Equipment Replacement.** HRA's Fiscal 2016 Executive Capital Plan invests $1.6 million to replace aging computer equipment.

Appendix 1: HRA Fiscal 2016 Executive Budget Actions

	Fiscal 2015			Fiscal 2016		
Dollars in Thousands	City	Non-City	Total	City	Non-City	Total
HRA Budget as of the Fiscal 2016 Preliminary Plan	**$7,629,865**	**$2,249,083**	**$9,878,948**	**$7,561,892**	**$2,138,836**	**$9,700,728**
New Needs						
Anti-Eviction Legal Services	$0	$0	$0	$20,000	$0	$20,000
Broker Fee and Landlord Broker Fees	1,157	(118)	1,039	0	0	0
Domestic Violence Victim Advocates	0	0	0	939	902	1,841
Domestic Violence Response Teams	0	0	0	320	308	628
DV Programming for Foster Care Youth	0	0	0	129	124	253
Ebola Preparedness and Response	0	(349)	(349)	0	0	0
Executive Action	(407)	0	(407)	5,609	0	5,609
FJC Mental Health	0	0	0	1,021	981	2,001
Front Line Staffing Enhancements	0	0	0	4,821	7,527	12,348
Homeless Diversion Strategies	0	0	0	1,500	0	1,500
IDNYC	6,580	0	6,580	14,833	0	14,833
LINC Aftercare	0	0	0	1,270	370	1,640
LINC Landlord Campaign	1,039	0	1,039	2,704	0	2,704
LINC Rent Levels	0	0		7,165	0	7,165
LINC Rental Assistance	(8,742)	(2,014)	(10,756)	(1,484)	(2,292)	(3,776)
LINC VI/ Rental Assistance	386	0	386	3,637	0	3,637
Master Contractor for HASA Emergency Housing*	0	0	0	1,144	581	1,725
Outreach for Anti-Eviction Efforts	0	0	0	4,298	0	4,298
Prevention Subsidy	173	404	578	2,542	5,932	8,475
Reasonable Accommodations	261	246	507	9,058	4,061	13,119
Rental Arrears Expansion	0	0	0	9,126	12,794	21,920
Tenant Based Rental Assistance	0	0	0	590	10,230	10,820
YMI	0	0	0	850	0	850
Subtotal New Needs	**$448**	**($1,831)**	**($1,383)**	**$90,073**	**$41,519**	**$131,592**
Other Adjustments						
Career Pathways	$0	$0	$0	$2,560	$2,560	$5,120
Cash Assistance Reestimate	0	0	0	49,899	1,627	51,526
CEO Funding Adjustments	0	0	0	6,303	0	6,303
City Seasonal Aide Hiring Rate Adjustment	1,692	0	1,692	6,769	0	6,769
Collective Bargaining	7,169	9,155	13,514	7,193	9,172	13,555
Fringe Benefits Adjustment	72,323	(72,323)	0	0	0	0
Fringe Benefits Reimbursement*	(72,323)	72,323	0	0	0	0
Funds Moved	0	(1)	(1)	0	0	0
Heat, Light, and Power	105	95	200	(460)	(416)	(876)
Heating Fuel	(325)	(294)	(619)	(127)	(115)	(242)
I/C HRA FY 15	0	34	34	0	0	0
Jobs for New Yorkers Career Pathways	0	0	0	1,300	0	1,300
Lease Adjustment	0	0	0	1,622	1,443	3,065

	Fiscal 2015			Fiscal 2016		
Dollars in Thousands	**City**	**Non-City**	**Total**	**City**	**Non-City**	**Total**
Master Contractor for HASA Emergency Housing*	$0	$0	$0	($249)	($131)	($380)
Multi-Service Centers	25,000	0	25,000	(25,000)	0	(25,000)
NYCHA MAP Adjustments	(136)	(86)	(222)	0	0	0
OCSE	0	1,475	1,475	0	0	0
Revenue Adjustment	(4,071)	4,071	0	(4,071)	4,071	0
SNAP Core Competencies	0	131	131	0	237	237
SNAP Ease Revenue	0	33	33	0	0	0
Staff Realignment*	(442)	(515)	(958)	(9,610)	(11,732)	(21,342)
State Budget EAF	5,041	(5,041)	0	10,082	(10,082)	0
Subtotal Other Adjustments	**$29,208**	**$11,072**	**$40,280**	**$40,948**	**($9,552)**	**$31,426**
TOTAL All Changes	**$29,656**	**$9,241**	**$38,897**	**$131,021**	**$31,967**	**$163,018**
HRA Budget as of the Fiscal 2016 Executive Plan	**$7,659,073**	**$2,260,155**	**$9,919,228**	**$7,692,913**	**$2,170,833**	**$9,863,746**

*These "Other Adjustments" are included in the Citywide Savings Program.

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Appendix 2: HRA Budget Actions since Fiscal 2015 Adoption

	FY 2015			FY 2016		
Dollars in Thousands	City	Non-City	Total	City	Non-City	Total
HRA Budget as of Fiscal 2015 Adopted Plan	**$7,629,865**	**$2,249,083**	**$9,878,948**	**$7,561,892**	**$2,138,836**	**$9,700,728**
New Needs						
4 World Trade Center Move	$1,198	$1,006	$2,204	$399	$335	$735
Benefit Assistance	90	40	130	180	80	259
Ebola Preparedness & Response	0	349	349	0	0	0
Housing Court Legal Services	2,250	2,250	4,500	3,000	3,000	6,000
Housing Specialist for DV shelters	134	129	263	268	257	525
LINC I Rental Assistance Program	1,387	0	1,387	0	0	0
LINC II Rental Assistance Program	8,852	2,662	11,514	25,670	7,721	33,391
OCDV and FJC new needs	41	40	81	709	682	1,391
Rent Arrears Expansion	15,687	18,654	34,341	1,457	543	2,000
Aftercare Services for LINC I and LINC III	1,389	0	$1,389	495	$475	970
Anti-Eviction Legal Services	5,000	5,000	5,000	25,000	5,000	25,000
Broker's Fees	3,651	5,042	8,693	0	0	0
Early Warning Homeless Prevention	328	93	421	656	185	841
Employment and Aftercare Services for LINC I Families	0	0	0	2,064	0	2,064
Employment and Aftercare Services for LINC V Individuals	700	0	700	1,700	0	1,700
Enhanced Moving Allowances for Homeless Families	4,596	0	4,596	1,440	0	1,440
Homeless Program Support	1,403	523	1,925	2,907	1,084	3,991
ID NYC	11,618	5,038	11,618	19,871	5,038	19,871
Landlord Bonus and Enhanced Security Fund	2,000	0	2,000	1,000	0	1,000
LINC Apartment Inspections	759	0	759	840	0	840
LINC IV/ Rental Assistance for Homeless Seniors	2,602	0	2,602	8,661	0	8,661
LINC V/ Rental Assistance for Homeless Work Adults	2,174	0	2,174	7,129	0	7,129
SNAP Staffing	0	0	0	6,920	6,920	13,840
Broker Fee and Landlord Broker Fees	1,157	(118)	1,039		0	0
Domestic Violence Victim Advocates	0	0	0	939	902	1,841
Domestic Violence Response Teams	0	0	0	320	308	628
DV Programming for Foster Care Youth	0	0	0	129	124	253
Ebola Preparedness and Response	0	(349)	(349)		0	0
Executive Action	(407)	0	(407)	5,609	0	5,609
FJC Mental Health	0	0	0	1,021	981	2,001
Front Line Staffing Enhancements	0	0	0	4,821	7,527	12,348
Homeless Diversion Strategies	0	0	0	1,500	0	1,500
LINC Aftercare	0	0	0	1,270	370	1,640
LINC Landlord Campaign	1,039	0	1,039	2,704	0	2,704

	FY 2015			FY 2016		
Dollars in Thousands	**City**	**Non-City**	**Total**	**City**	**Non-City**	**Total**
LINC Rental Assistance	($8,742)	($2,014)	($10,756)	($1,484)	($2,292)	($3,776)
LINC VI/ Rental Assistance	386	0	386	3,637	0	3,637
Master Contractor for HASA Emergency Housing*	0	0	0	1,144	581	1,725
Outreach for Anti-Eviction Efforts	0	0	0	4,298	0	4,298
Prevention Subsidy	173	404	578	2,542	5,932	8,475
Reasonable Accommodations	261	246	507	9,058	4,061	13,119
Rental Arrears Expansion	0	0	0	9,126	12,794	21,920
Tenant Based Rental Assistance	0	0	0	590	10,230	10,820
YMI	0	0	0	850	0	850
Subtotal New Needs	**$66,307**	**$38,994**	**$95,263**	**$200,438**	**$72,838**	**$263,239**
Other Adjustments						
209 Bay Street	$0	$19	$19	$0	$0	$0
Adjust DYCD Legal Services	0	(533)	(533)	0	0	0
Age Friendly NYC	(100)	100	0	(100)	100	0
CEO Technical Adjustment	(24)	0	(24)	0	0	0
Collective Bargaining	18,519	14,634	33,153	18,654	15,300	33,954
CUNY Internship	0	0	0	0	0	0
DOHMH Healthy Bucks	0	350	350	0	0	0
HEAP Funding	0	3,046	3,046	0	0	0
HRO Contracts	0	37,044	37,044	0	0	0
JARC Grant Rollover	0	649	649	0	0	0
L300 Collective Bargaining Increase	3	0	3	3	0	3
LINC II Rental Assistance Program	(2,916)	(8,206)	(11,121)	0	0	0
Literacy Assistance Center	20	0	20	0	0	0
Local Government Records Manag.	0	74	74	0	0	0
Member Item Reallocation	37	0	37	0	0	0
Move Title IIIB Funds	0	(1,140)	(1,140)	0	0	0
OSCE Incentive Funds	0	1,500	1,500	0	0	0
PS Adjustments	1,213	0	1,213	1,542	0	1,542
Revenue Mod Increase	0	61	61	0	0	0
Rollover SNAP-ed from FY14	0	3,662	3,662	0	0	0
Shelter Savings Adjustment	(14,192)	(30,350)	(44,543)	(14,192)	(30,350)	(44,543)
SNAP EASE Food Bank of NYC	0	1,114	1,114	0	0	0
Technical Adjustment	80	77	156	80	77	156
CEO Evaluation	(490)	0	(490)	0	0	0
DC37 Collective Bargaining	38	4	40	44	2	45
FY 15 Local Initiatives	558	0	558	0	0	0
Homeless Prevention Strategies	3,507	0	3,507	0	0	0
Housing Recovery	0	45,657	45,657	0	0	0
I/C Labor Transfer of Non-Union Employees	134	0	134	167	0	167
IC/ W HRA	0	18	18	0	0	0
Legal Services Tech Adjustments	0	(497)	(497)	0	0	0

Dollars in Thousands	FY 2015 City	FY 2015 Non-City	FY 2015 Total	FY 2016 City	FY 2016 Non-City	FY 2016 Total
Technical Adjustment for Executive Action Legal Services	$657	$0	$657	$0	$0	$0
YMI: Job Plus	(73)	0	(73)	0	0	0
Career Pathways	0	0	0	2,560	2,560	5,120
Cash Assistance Estimate	0	0	0	49,899	1,627	51,526
CEO Funding Adjustments	0	0	0	6,303	0	6,303
City Seasonal Aide Hiring Rate Adjustment	1,692	0	1,692	6,769	0	6,769
Collective Bargaining	7,169	9,155	13,514	7,193	9,172	13,555
Fringe Benefits Adjustment	72,323	(72,323)	0	0	0	0
Fringe Benefits Reimbursement*	(72,323)	72,323	0	0	0	0
Funds Moved	0	(1)	(1)	0	0	0
Heat, Light, and Power	105	95	200	(460)	(416)	(876)
Heating Fuel	(325)	(294)	(619)	(127)	(115)	(242)
I/C HRA FY 15	0	34	34		0	0
Jobs for New Yorkers Career Pathways	0	0	0	1,300	0	1,300
Lease Adjustment	0	0	0	1,622	1,443	3,065
Master Contractor for HASA Emergency Housing*	0	0	0	(249)	(131)	(380)
Multi-Service Centers	25,000	0	25,000	(25,000)	0	(25,000)
NYCHA MAP Adjustments	(136)	(86)	(222)	0	0	0
OCSE	0	1,475	1,475	0	0	0
Revenue Adjustment	(4,071)	4,071	0	(4,071)	4,071	0
SNAP Core Competencies	0	131	131	0	237	237
SNAP Ease Revenue	0	33	33	0	0	0
Staff Realignment*	(442)	(515)	(958)	(9,610)	(11,732)	(21,342)
State Budget EAF	5,041	(5,041)	0	10,082	(10,082)	0
Subtotal Other Adjustments	**$41,002**	**$43,600**	**481,791**	**$52,409**	**($50,976)**	**($1,377)**
TOTAL All Changes	**$107,309**	**$82,594**	**$177,053**	**$252,847**	**$21,862**	**$261,862**
HRA Budget as of the Fiscal 2016 Executive Plan	**$7,659,073**	**$2,260,155**	**$9,919,228**	**$7,692,913**	**$2,170,833**	**$9,863,746**

*These "Other Adjustments" are included in the Citywide Savings Program.

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