

THE COUNCIL OF THE CITY OF NEW YORK  
Hon. Melissa Mark-Viverito  
Speaker of the Council

Hon. Stephen Levin  
Chair, Committee on General Welfare



Report on the Fiscal 2016 Preliminary Budget and the  
Fiscal 2015 Preliminary Mayor's Management Report

Human Resources Administration

**March 17, 2015**

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# Table of Contents

Human Resources Administration Overview..... 1

Fiscal 2016 Preliminary Plan Highlights..... 1

Financial Summary..... 4

    Federal and State Funding by Program Area..... 5

    Contract Budget ..... 6

Fiscal 2015-2016 State Executive Budget Highlights ..... 7

    Council Initiatives and Funding..... 8

Program Areas..... 9

    HIV and AIDS Services ..... 9

    Food Assistance Programs..... 11

    2015 Council Initiatives ..... 11

    Food Stamp Operations..... 12

    Medicaid Eligibility and Administration ..... 14

    Medicaid and Homecare ..... 15

    Subsidized Employment and Job-Related Training ..... 17

    Office of Child Support Enforcement ..... 18

    Adult Protective Services ..... 20

    CEO Evaluation ..... 22

    Domestic Violence Services ..... 23

    Employment Services Administration ..... 25

    Employment Services Contracts..... 26

    Public Assistance and Employment Administration ..... 29

    Public Assistance Grants..... 30

    Public Assistance Support Grants ..... 32

    Home Energy Assistance ..... 36

    Information Technology Services ..... 37

    Investigations and Revenue Administration ..... 38

    Substance Abuse Services ..... 40

    General Administration..... 41

Capital Program..... 44

    Capital Budget Summary ..... 44

    Preliminary Capital Budget Highlights ..... 44

    2016-2025 Preliminary Ten-Year Capital Strategy ..... 45

Appendix A: Budget Actions in the November and Preliminary Plans ..... 47  
Appendix B: Reconciliation of Program Areas to Units of Appropriation..... 49

## Human Resources Administration Overview

The New York City Human Resources Administration/Department of Social Services (HRA/DSS) provides economic support and social services to families and individuals through the administration of major benefit programs including Cash Assistance, Supplemental Nutritional Assistance Program (SNAP) benefits (food stamps), Medicaid, and Child Support Services. HRA also provides homelessness prevention, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services (HASA), Adult Protective Services (APS), Home Care and programs for survivors of domestic violence. In Fiscal 2015, HRA expanded programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expedited access to rental arrears benefits, increased its presence in Borough Housing Courts and Department of Homeless Services (DHS) sites, and created three new rental assistance programs for homeless families in partnership with DHS and New York State.

This report provides a review of the Human Resource Administration’s Preliminary Budget for Fiscal 2016. The first section presents highlights from the Fiscal 2016 expense budget for the City, the 2015-2016 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 reviews relevant sections of the Preliminary Mayor’s Management Report for Fiscal 2015. 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 2016 Preliminary Plan Highlights

HRA Expense Budget						
	2013	2014	2015	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2016	2015 - 2016
Personal Services	\$733,768	\$727,217	\$750,965	\$791,319	\$789,028	\$38,063
Other Than Personal Services	8,780,017	8,803,878	8,996,405	9,087,630	8,911,699	(84,706)
<b>HRA Total</b>	<b>\$9,513,785</b>	<b>\$9,531,095</b>	<b>\$9,747,370</b>	<b>\$9,878,949</b>	<b>\$9,700,727</b>	<b>(\$46,643)</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

HRA’s proposed Fiscal 2016 Preliminary Budget is approximately \$9.7 billion, a \$46.6 million, or less than one percent decrease when compared to the Fiscal 2015 Adopted Budget. HRA’s total Fiscal 2016 Preliminary Budget represents roughly 12.5 percent of the City’s \$77.7 billion proposed Fiscal 2016 Preliminary Budget. Since adoption of the Fiscal 2015 Budget, HRA’s Fiscal 2016 Budget has grown by \$181 million, which are all new needs for the agency. City funding or City tax-levy (CTL) for Fiscal 2016 is approximately \$7.56 billion, a decrease of \$1.72 million or less than one percent when compared to the Fiscal 2015 Adopted Budget.

The following are major financial plan actions for Fiscal 2015 and 2016.

- **Living in Communities (LINC) Program.** In the Fall of 2014, the Administration rolled out five rental assistance programs collectively referred to as the Living in Communities (LINC). Each LINC program is targeted towards a specific subset of the homeless population living in

shelter - working families with children (LINC I), families with multiple shelter stays (LINC II), domestic violence survivors (LINC III), seniors over 60 years of age (LINC IV) and working adult families/working single adults (LINC V) and provides rental assistance and aftercare services.

HRA will administer the LINC III program, which targets domestic violence (DV) victims in the DV shelter system and will provide rental assistance as well as aftercare services. In addition, HRA will provide employment and aftercare services for LINC I, LINC IV, and LINC V, as well as oversee all LINC apartment inspections, pay clients' moving expenses, and pay enhanced landlord and broker's fees for the program.

The November Plan and the Fiscal 2016 Preliminary Plan includes 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 are City funds. For more information, please refer to page 31.

- **Rent Arrears Expansion.** The November Plan included \$34.3 million, of which, \$15.7 million are City funds to expand HRA's Rental Arrears program for families. Of the \$15.7 million in City funds, \$1.5 million will be used to hire 48 new full-time staff and the remaining \$14.2 million will be used towards the rental arrears program itself.
- **Housing Court Legal Services.** The November Plan included \$4.5 million for Fiscal 2015 and \$6 million in Fiscal 2016 for the Mayor's initiative to provide legal representation to at-risk New Yorkers in housing court to avoid evictions and prevent entry into the DHS system.
- **Housing Specialists for Domestic Violence (DV) Shelters.** The November Plan included \$262,500 in Fiscal 2015 and \$525,000 in Fiscal 2016 to hire seven new staff so that housing specialist are available at all seven of the City's Tier II Domestic Violence homeless shelters.
- **Increased Supplemental Nutrition Assistance Program (SNAP) Staffing.** The Fiscal 2016 Preliminary Plan includes \$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. For more information, please refer to page 11 of this report.
- **Municipal Identification Card (ID NYC).** The Fiscal 2016 Preliminary Plan includes \$5.04 million in Fiscal 2015 and \$4.1 million in Fiscal 2016 for 83 additional staff for the New York City municipal identification card program. For more information, please refer to page 40 of this report
- **Anti-Eviction Legal Services.** The Fiscal 2016 Preliminary Plan includes \$5 million in City funding for the remainder of Fiscal 2015 anti-eviction legal services in neighborhoods identified for rezoning. Although funding is only for Fiscal 2015, anti-eviction legal services is part of a broader initiative and outyear funding will be included prior to Budget Adoption. For more information, please refer to page 33 of this report.
- **Homeless Program Support.** 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. For more information, please refer to page 32 of this report.

- **Homeless Prevention.** The Fiscal 2016 Preliminary Plan includes \$420,600 in Fiscal 2015 and \$841,000 in Fiscal 2016 and in the outyears for early warning homeless prevention and \$3.5 million in Fiscal 2015 for homeless prevention strategies. For more information on the early warning homeless prevention program, please refer to pages 28 of this report.

HRA's budget consists of 20 program areas, and 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 unit of appropriation. The following table, "HRA Financial Summary," provides an overview of the agency's total budget from Fiscal 2013 to the Preliminary Plan for Fiscal 2016.

## Financial Summary

<b>HRA Financial Summary</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Budget by Program Area</b>						
HIV & AIDS Services	\$216,702	\$222,101	\$236,378	\$236,205	\$236,048	(\$330)
Food Assistance Programs	19,599	17,647	13,685	18,172	11,461	(2,224)
Food Stamp Operations	77,727	74,070	73,521	74,523	74,262	741
Medicaid-Eligibility & Admin	107,666	102,464	108,575	113,027	113,083	4,508
Medicaid & Homecare	6,476,623	6,533,148	6,523,751	6,491,013	6,459,861	(63,890)
Subsidized Employment & Job Training	89,479	88,502	86,499	89,367	88,173	1,674
Office of Child Support Enforcement	62,517	65,372	67,040	68,647	67,188	148
Adult Protective Services	41,293	40,798	47,543	47,543	47,543	0
CEO Evaluation	1,327	3,208	5,782	5,269	97	(5,685)
Domestic Violence Services	96,849	97,839	104,743	105,107	106,055	1,312
Employment Services Admin	26,635	28,458	28,194	29,204	25,722	(2,472)
Employment Services Contracts	134,747	125,418	119,854	122,098	121,554	1,700
Public Assistance & Employment Admin	225,062	219,057	223,210	227,135	223,947	737
Public Assistance Grants	1,389,067	1,338,908	1,427,658	1,472,199	1,407,442	(20,216)
Public Assistance Support Grants	16,831	16,534	118,857	89,005	122,369	3,512
Home Energy Assistance	36,253	41,111	23,669	26,715	23,669	0
Information Technology Services	78,704	79,819	77,797	77,797	77,797	0
Investigation & Revenue Admin	63,574	81,007	84,336	84,336	84,336	0
Substance Abuse Services	64,792	59,461	69,299	69,299	69,299	0
General Administration	288,338	296,173	306,980	432,289	340,824	33,844
<b>Total</b>	<b>\$9,513,785</b>	<b>\$9,531,095</b>	<b>\$9,747,370</b>	<b>\$9,878,949</b>	<b>\$9,700,727</b>	<b>(\$46,643)</b>
<b>Funding</b>						
City Funds	\$7,318,762	\$7,482,195	\$7,563,618	\$7,629,865	\$7,561,892	(\$1,726)
Other Categorical	89	216	0	0	0	0
State	651,040	565,001	625,325	618,322	612,894	(12,431)
Federal - Community Development	7,147	14,683	0	82,701	0	0
Federal - Other	1,528,635	1,460,995	1,547,597	1,539,364	1,515,111	(32,486)
Intra City	8,112	8,005	10,830	8,697	10,830	0
<b>Total</b>	<b>\$9,513,785</b>	<b>\$9,531,095</b>	<b>\$9,747,370</b>	<b>\$9,878,949</b>	<b>\$9,700,727</b>	<b>(\$46,643)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions	13,780	13,483	14,279	14,516	14,333	54
Full-Time Equivalent Positions	28	76	4	41	47	43
<b>Total</b>	<b>13,808</b>	<b>13,559</b>	<b>14,283</b>	<b>14,557</b>	<b>14,380</b>	<b>97</b>

\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The November Plan and Fiscal 2016 Preliminary Plan includes approximately \$90 million in new needs for the remainder of Fiscal 2015 and \$91 million in new needs for Fiscal 2016. The majority of the new needs will fund the newly established LINC program, a rental assistance program to help move individuals and families out of the HRA and the Department of Homeless Services' (DHS') shelter system and into stable housing.

## Federal and State Funding by Program Area

Approximately 22 percent of HRA's Fiscal 2016 Preliminary Budget is funded by State and federal grants. Most of the federal grant funding is from the Temporary Assistance for Needy Families (TANF) block grant, food stamp administration, Title XX social service block grant, and the medical assistance program; while State funding is from Medicaid, Safety Net Assistance (SNA), medical assistance administration, and protective services. Public assistance grants receive the bulk of federal and State funding and is also HRA's largest program area.

When comparing the Fiscal 2016 Preliminary Budget to the Fiscal 2015 Adopted Budget, federal funding decreased by \$32.5 million and State funding decreased by \$12.4 million. The majority of the decrease in federal and State funding can be attributed to HRA no longer claiming Medicaid for inmates on behalf of the Hospital and Health Corporation (HHC).

<b>HRA Fiscal 2016 Preliminary Budget – State and Federal Funding by Program Area</b>				
<b>Program Area</b>	<b>2015 Adopted</b>		<b>2016 Preliminary</b>	
	<b>Federal</b>	<b>State</b>	<b>Federal</b>	<b>State</b>
Adult Protective Services	\$26,749,449	\$9,952,226	\$26,749,449	\$9,952,226
CEO Evaluation	9,257	5,145	9,257	5,145
Domestic Violence Services	67,244,141	11,987,542	67,342,841	12,157,114
Employment Services Administration	13,211,495	4,830,084	12,683,458	4,830,084
Employment Services Contracts	96,614,032	8,196,610	96,614,032	8,196,610
Food Assistance Programs	4,489,774	-	2,888,000	-
Food Stamp Operations	36,697,752	876,435	37,068,124	925,094
General Administration	135,767,055	54,387,199	135,623,410	58,156,652
HIV and AIDS Services	82,520,828	45,394,249	82,520,828	45,394,249
Home Energy Assistance	23,425,752	82,088	23,425,752	82,088
Information Technology Services	44,960,532	16,985,521	44,960,532	16,985,521
Investigations and Revenue Admin	40,364,111	20,627,788	40,364,111	20,627,788
Medicaid - Eligibility & Admin	50,997,416	57,001,286	53,073,007	59,250,386
Medicaid and Homecare	70,722,050	99,963,998	54,352,684	83,594,632
Office of Child Support Enforcement	42,963,609	-	43,002,675	-
Public Assistance and Employment Admin	118,682,441	20,818,674	118,598,767	21,204,543
Public Assistance Grants	583,208,806	244,375,483	583,208,806	251,679,075
Public Assistance Support Grants	47,880,787	8,818,674	31,537,612	4,257,991
Subsidized Employ & Job-Related Training	41,478,015	3,924,160	41,478,015	3,924,160
Substance Abuse Services	19,609,838	17,098,169	19,609,838	17,098,169
<b>TOTAL</b>	<b>\$1,547,597,140</b>	<b>\$625,325,331</b>	<b>\$1,515,111,198</b>	<b>\$618,321,527</b>

## Contract Budget

The City's Contract Budget, as proposed, totals \$12.4 billion in Fiscal 2016, an increase of \$438 million or 3.7 percent when compared to the Fiscal 2015 Adopted Budget of \$12 billion. HRA's Fiscal 2016 total number of contracts totals 594, which represents roughly \$698.2 million. HRA's contract budget represents roughly seven percent of HRA's total budget of \$97 billion budget. HRA largest contract areas are general contractual services, data processing equipment, security services, protective services for adults, home care, AIDS services, homeless families services, and employment services.

<b>HRA Fiscal 2016 Preliminary Contract Budget</b>				
<b>Category</b>	<b>Fiscal 2015 Adopted</b>	<b>Number of Contracts</b>	<b>Fiscal 2016 Preliminary</b>	<b>Number of Contracts</b>
Contractual Services General	\$11,957,188	85	\$11,454,884	85
Telecommunications Maintenance	4,034,600	52	4,034,600	52
Maint & Repair of Motor Vehicle Equipment	200	1	2,000	1
Maint & Repair, General	1,400,908	100	1,404,908	100
Office Equipment Maintenance	3,004,868	165	3,151,668	165
Data Processing Equipment	18,171,707	51	18,451,707	51
Printing Contracts	452,500	46	452,500	46
Security Services	25,149,740	103	25,149,740	103
Temporary Services	1,834,419	9	1,834,419	9
Cleaning Services	\$8,702,505	100	\$8,742,505	100
Transportation Expenditures	2,542,557	21	2,542,557	21
Protective Services for Adults	19,261,733	10	19,261,733	10
Home Care	263,392,280	118	263,392,280	118
Non Grant Charges	11,042,234	64	11,042,234	64
Homeless Families Services	50,927,313	62	73,250,267	62
AIDS Services	160,184,118	72	159,853,918	72
Employment Services	141,347,014	74	143,047,014	74
Training Programs for City Employees	511,704	21	511,704	21
Professional Services: Accounting and Auditing	35,301	8	35,301	8
Professional Services: Legal	286,701	6	286,701	6
Professional Services: Engineer & Architect	70,200	7	702,000	7
Professional Services: Computer Services	14,872,361	7	14,872,597	7
Professional Services: Other	5,724,361	20	506,561	20
Bank Charges Public Assistance Account	124,403	4	124,403	4
<b>TOTAL</b>	<b>\$679,024,785</b>	<b>594</b>	<b>\$698,171,775</b>	<b>594</b>

## Fiscal 2015-2016 State Executive Budget Highlights

The Fiscal 2015-2016 State Executive Budget was released on January 21, 2015. The following are major proposals which would impact social services in New York City, and are not yet included in HRA's Fiscal 2016 Budget because the State's budget process is still ongoing.

- **Settlement Fund Investment.** The 2015-2016 State Executive Budget recognizes \$440 million in one-time settlement proceeds to aid those negatively impacted by the mortgage crisis. Of the \$440 million, \$166 million would fund NY/NY IV, a new statewide program to support approximately 5,000 new supportive housing units, \$40 million for homeless assistance efforts, and \$27 million to support rental assistance to those with HIV/AIDS.
- **Establish a New York City Share for Emergency Assistance to Needy Families (EAF) Expenditures.** The State Executive Budget proposes to establish 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 its current form, EAF is fully supported with federal resources, but from 2011 – 2012 all local social service districts, including New York City, were required to pay a 25 percent share of the EAF program. The State contends that this policy will encourage fiscal responsibility and will save approximately \$15 million in 2015-2016. It is estimated that this proposal would cost the City \$22.5 million in Fiscal 2016. HRA receives grant funding through EAF for legal services and emergency assistance such as rental arrears and the agency estimates that State EAF funding will be impacted by \$19.2 million due to this policy.
- **Investment in Homeless Services.** The State Executive Budget would cap 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 City would be required to submit an expenditure plan to the State for approval.
- **Cost of Living Adjustment.** The State Executive Budget supports a two percent salary increase for human services programs.

### Council Initiatives

The following table provides an overview of the food and legal services Council Initiatives in which HRA is the contracting agency. In Fiscal 2015, the Council provided approximately \$18 million to support initiatives that are contracted through HRA.

<b>FY 2015 Council Changes at Adoption by Program Area</b>	
<i>Dollars in Thousands</i>	
<b>Food Assistance Programs</b>	
Food Pantries and Technical Assistance	\$250
Earned Income Tax Credit (Food Bank)	250
<b>Subtotal</b>	<b>\$500</b>
<b>Domestic Violence</b>	
Legal Assistance for Domestic Violence Victims	\$350
<b>Subtotal</b>	<b>\$ 350</b>
<b>Immigrant Services</b>	
Unaccompanied Minors	\$1,000
New York Family Immigrant Unity Project	4,900
<b>Subtotal</b>	<b>\$5,900</b>
<b>Legal Services</b>	
Anti-Eviction Legal Service and Single Room Occupancy	\$5,000
Citywide Legal Services	3,750
Legal Services for the Working Poor	1,525
Unemployment Project/SSI Advocacy Project	1,000
<b>Subtotal</b>	<b>\$11,275</b>
<b>TOTAL</b>	<b>\$18,025</b>

### Food Assistance

The Council routinely provides funding for emergency food pantries and the earned income tax credit (EITC) program. In addition to the \$1.5 million that was baselined for Emergency Food Assistance Pantries (EFAP) in Fiscal 2014, the Council provided \$250,000 for food pantries and technical assistance. The Council also provided funding for the EITC program, since 2002 – and with the help of the City Council since 2012 – Food Bank For New York City’s EITC Tax Assistance Program has been helping low- and moderate-income New Yorkers access the EITC and other tax credits and refunds for free.

### Legal Services

In Fiscal 2015, the Administration moved most of the City’s legal services contracts into HRA. As a result, all Council Initiatives that provide legal services were also consolidated into HRA. Council funded legal services include legal assistance for domestic violence victims, unaccompanied minors, New York Immigrant Family Unity Project (NYIFUP), Anti-eviction Legal Services and Single Room Occupancy (SRO), Citywide Legal Services, Legal Services for the Working Poor, and Unemployment Project/Social Security Income Advocacy Project. For more information, please refer to pages 42 to 43 of this report.

## 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 for persons living with AIDS or advanced HIV illnesses and their families. HASA provides intake and needs assessment; assistance with Social Security Income (SSI)/ Social Security Disability Insurance (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. In November 2014, HRA reported a total of 31,895 HASA cases, of which, 26,877 were rental assistance and housing cases.

<b>HIV/AIDS SERVICES</b>						
<i>Dollars in Thousands</i>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Adopted 2015</b>	<b>Preliminary Plan</b>		<b>*Difference 2015 - 2016</b>
				<b>2015</b>	<b>2016</b>	
<b>Spending</b>						
Personal Services	\$59,886	\$60,694	\$58,532	\$58,532	\$58,532	0
Other Than Personal Services	156,817	161,407	177,846	177,673	177,516	(330)
<b>TOTAL</b>	<b>\$216,702</b>	<b>\$222,101</b>	<b>\$236,378</b>	<b>\$236,205</b>	<b>\$236,048</b>	<b>(\$330)</b>
<b>Funding</b>						
City Funds			\$108,463	\$108,290	\$108,133	(\$330)
State			45,394	45,394	45,394	0
Federal-Other			82,521	82,521	82,521	0
<b>TOTAL</b>	<b>\$216,702</b>	<b>\$222,101</b>	<b>\$236,378</b>	<b>\$236,205</b>	<b>\$236,048</b>	<b>(\$330)</b>
<b>Positions</b>						
Full-time Positions	1,187	1,201	1,244	1,244	1,244	0
<b>TOTAL</b>	<b>1,187</b>	<b>1,201</b>	<b>1,244</b>	<b>1,244</b>	<b>1,244</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for HASA in Fiscal 2016 totals \$236 million, which is approximately \$330,000 less than the Fiscal 2015 Adopted Budget. This change can be attributed to one-time Council funding for HASA services in Fiscal 2015 that is not included in the Fiscal 2016 Preliminary Budget.

**Issues and Concerns**

- HASA Money Management RFP.** In Fiscal 2014, the Administration baselined \$200,000 in funding for HASA Money Management. The contract with GMHC funded their Representative Payee program, which assists HASA clients who are potentially medically or mentally frail, and are unable to manage their finances. HRA released an RFP for HASA Financial Advocacy in March 2015 with a due date for proposals of April 2015. Contracts are anticipated to begin on July 1, 2015.
- 30 Percent Rent Cap.** In Fiscal 2015, Governor Cuomo and the Administration agreed to fund a 30 percent rent cap for residents living with AIDS, where the City will fund 65 percent of the cost and the State will fund the remaining 35 percent. The 30 percent HASA rent cap limits the portion that New York City residents living with AIDS contribute towards rent at 30 percent of their monthly income. There are a portion of New Yorkers living with AIDS that just barely miss qualifying for the rent cap. It is uncertain if and how HRA is tracking this segment of the population, and if there are a significant number of HASA clients that miss qualifying for the rent cap by just one dollar.

**Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Individuals receiving HIV/AIDS services	32,427	32,442	32,288	*	*	32,621	32,453
Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.9	7.0	8.4	8.0	8.0	8.6	7.8
Average number of days from submission of a completed application to issue enhances housing benefits to HASA clients	17.3	14.5	14.1	15.5	15.5	14.1	14.8
HASA clients receiving ongoing enhanced housing benefits (%)	83.7%	84.3%	84%	*	*	83.9%	83.9%

Source: Preliminary Mayor’s Management Report

As indicated in the table above, individuals receiving HIV/AIDS services in Fiscal 2013 and Fiscal 2014 remained relatively the same. Additionally, the number of individuals receiving HIV/AIDS services in the first four months of Fiscal 2015 slightly decreased when compared to the same period in Fiscal 2014. During the first four months of Fiscal 2015, ongoing enhanced benefits were issued to eligible clients in 14.8 days, a slight increase when compared to the same time period in Fiscal 2015.

### 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.

Food Assistance Programs						
<i>Dollars in Thousands</i>	Actual 2013	Actual 2014	Adopted 2015	Preliminary Plan		*Difference 2015 - 2016
				2015	2016	
<b>Spending</b>						
Other Than Personal Services	\$19,599	\$17,647	\$13,685	\$18,172	\$11,461	(\$2,224)
<b>TOTAL</b>	<b>\$19,599</b>	<b>\$17,647</b>	<b>\$13,685</b>	<b>\$18,172</b>	<b>\$11,461</b>	<b>(\$2,224)</b>
<b>Funding</b>						
City Funds			\$9,195	\$9,253	\$8,573	(\$622)
Federal-Other			4,490	8,919	2,888	(1,602)
<b>TOTAL</b>	<b>\$19,599</b>	<b>\$17,647</b>	<b>\$13,685</b>	<b>\$18,172</b>	<b>\$11,461</b>	<b>(\$2,224)</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for food assistance programs in Fiscal 2016 is \$11.4 million, approximately \$2.2 million less than the Fiscal 2015 Adopted Budget. The \$622,000 decrease in City funding can be attributed to one-time City Council funding in Fiscal 2015 for food assistance, and the \$1.6 million decrease in federal funding can be attributed to the absence of Federal Supplemental Nutrition Assistance Program (SNAP) grants that are typically reflected in the budget post-adoption.

### Issues and Concerns

- Strain on Food Pantries.** Monthly SNAP benefits allow more than \$250 million in food spending across the City every month. Federal cuts, 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 monthly SNAP benefits have run out. Food pantries are reporting that resources as being used up more quickly and earlier in the month when compared to before the reductions in SNAP benefits. More funding is needed to support EFAP pantries in the City to accommodate the growing demand.

### Fiscal 2015 Council Initiatives

- Food Pantries and Technical Assistance.** The Council allocated \$250,000 to enhance Fiscal 2014 baseline funding for the Emergency Food Assistance Program (EFAP). This allocation was used for the direct purchase of food and for capacity expansion efforts at EFAP food pantries via Food Bank for New York City.
- Earned Income Tax Credit (EITC) Assistance Program.** The Council allocated \$150,000 to the Food Bank for New York City’s EITC Assistance Program, which provide assessments of refundable federal income tax credits for low income working individuals and families through its free income tax preparation service.

## 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 major national chains.

<b>Food Stamp Operations</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Personal Services	\$72,662	\$67,257	\$68,760	68,760	\$69,501	\$741
Other Than Personal Services	5,066	6,812	4,761	5,763	4,761	0
<b>TOTAL</b>	<b>\$77,727</b>	<b>\$74,070</b>	<b>\$73,521</b>	<b>\$74,523</b>	<b>\$74,262</b>	<b>\$741</b>
<b>Funding</b>						
City Funds			\$35,947	35,947	\$36,317	\$370
State			876	925	876	0
Federal-Other			36,698	37,651	37,068	370
<b>TOTAL</b>	<b>\$77,727</b>	<b>\$74,070</b>	<b>\$73,521</b>	<b>\$74,523</b>	<b>\$74,262</b>	<b>\$741</b>
<b>Positions</b>						
Full-time Positions	1,707	1,591	1,211	1,211	1,500	289
<b>TOTAL</b>	<b>1,707</b>	<b>1,591</b>	<b>1,211</b>	<b>1,211</b>	<b>1,500</b>	<b>289</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for food stamp operations in Fiscal 2016 totals approximately \$74.3 million, which is \$741,000 more than the Fiscal 2015 Adopted Budget. This increase can be attributed to a slight increase in spending on full-time salaried employees. In addition, full-time headcount increases by 289 positions in Fiscal 2016, when compared to the Fiscal 2015 Adopted Budget. The additional 289 positions is the net effect of adding 515 positions for SNAP staffing in order to maintain staffing levels at 1,500.

## Financial Plan Actions

- SNAP Staffing.** To maintain the current SNAP staffing level, the Fiscal 2016 budget includes \$13.8 million in funding for Fiscal 2016 and \$7.7 million for Fiscal 2017 and in the outyears for 515 additional staff. The funding for additional SNAP staff is funded equally by City and federal dollars. This additional staff 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, which redesigns business processes to modernize HRA's interaction with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology.

**Performance Measures**

Food Stamp Operations	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,834.2	1,873.5	1,755.8	*	*	1,850.4	1,738.4
Non-cash assistance persons SNAP benefits (000)	1,159.4	1,189	1,098.7	*	*	1,171.9	1,070.3
SSI persons receiving SNAP benefits (000)	274.4	275.9	271.3	*	*	275.3	272
SNAP estimated payment error rate (%)	6.10%	5.55%	6.81%	6.0%	6.0%	N/A	N/A
SNAP application timeliness rate (%)	95.7%	93.5%	87.2%	90.6%	90.6%	93.9%	76.2%

Source: Preliminary Mayor's Management Report

As indicated in the table above, the number of persons receiving SNAP benefits decreased slightly during the first four months of Fiscal 2015 when compared to the same time period in Fiscal 2014. Additionally, Social Security Income (SSI) persons receiving SNAP benefits the first four months of Fiscal 2015 also declined slightly when compared to the first four months of Fiscal 2014.

SNAP application timeliness declined from 93.9 percent to 76.2 percent when comparing the first four months of Fiscal 2014 to the same time period in Fiscal 2015. HRA indicates this is due to revised reporting of this indicator to include both Cash Assistance and Non-Cash Assistance applicants. The inclusion of non-cash assistance applications impacted timeliness because most of these applications are filled online and require additional time to review eligibility. HRA anticipates that the implementation of the Benefits Re-engineering initiative in spring 2015 will streamline the SNAP application process and will improve the timeliness rate. It is important to note that data for Fiscal 2012 to 2014 have been updated to reflect this new methodology.

## 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.

<b>Medicaid Eligibility and Administration</b>						
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$79,457	\$78,456	\$86,720	\$91,171	\$91,171	\$4,451
Other Than Personal Services	\$28,209	\$24,008	\$21,856	\$21,856	\$21,856	0
<b>TOTAL</b>	<b>\$107,666</b>	<b>\$102,464</b>	<b>\$108,575</b>	<b>\$113,027</b>	<b>\$113,027</b>	<b>\$4,452</b>
<b>Funding</b>						
City Funds			\$576	\$718	\$718	\$142
State			57,001	59,250	59,250	2,249
Federal-Other			50,997	53,058	53,058	2,061
<b>TOTAL</b>	<b>\$107,666</b>	<b>\$102,464</b>	<b>\$108,575</b>	<b>\$113,027</b>	<b>\$113,027</b>	<b>\$4,452</b>
<b>Positions</b>						
Full-time Positions	1,711	1,600	1,893	1,893	1,893	0
<b>TOTAL</b>	<b>1,711</b>	<b>1,600</b>	<b>1,893</b>	<b>1,893</b>	<b>1,893</b>	<b>0</b>

\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The proposed budget for Medicaid eligibility and administration in Fiscal 2016 is \$113 million, approximately \$4.4 million more than the Fiscal 2015 Adopted Budget. This increase can be attributed collective bargaining costs.

### 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.

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.

<b>Medicaid and Homecare</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Personal Services	\$33,655	\$29,870	\$35,519	\$35,519	\$35,519	0
Other Than Personal Services	6,442,967	6,503,279	6,488,232	6,455,493	6,424,341	(63,891)
<b>TOTAL</b>	<b>\$6,476,622</b>	<b>\$6,533,148</b>	<b>\$6,523,751</b>	<b>\$6,491,013</b>	<b>\$6,459,861</b>	<b>(\$63,890)</b>
<b>Funding</b>						
City Funds			\$6,353,065	\$6,353,065	\$6,321,913	(\$31,152)
State			99,964	83,595	83,595	(16,369)
Federal-Other			70,722	54,353	54,353	(16,369)
<b>TOTAL</b>	<b>\$6,476,622</b>	<b>\$6,533,148</b>	<b>\$6,523,751</b>	<b>\$6,491,013</b>	<b>\$6,459,861</b>	<b>(63,890)</b>
<b>Positions</b>						
Full-time Positions	615	567	706	706	706	0
<b>TOTAL</b>	<b>615</b>	<b>567</b>	<b>706</b>	<b>706</b>	<b>706</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for Medicaid and homecare in Fiscal 2016 totals \$6.45 billion, which is approximately \$63.9 million less than the Fiscal 2015 Adopted Budget. 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 \$63.9 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 claiming local share of the Medicaid Management Information System (MMIS) on behalf of the City.

**Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Medicaid enrollees administered by HRA (000)	3,006.5	3,085.6	2,808	*	*	3,102.6	2,626.6
Medicaid-only enrollees administered by HRA (000)	2,241.6	2,317.8	2,064.4	*	*	2,341.2	1,867.8
Application timeliness rate for Medicaid administered by HRA (%)	99.4%	98.3%	91.7%	99.4%	99.4%	97.1%	97.8%
Average days to initiate home attendant and housekeeper services for all cases	33.1	27.5	14.1	30	30	12.3	24.7
Cases receiving home care services	99,716	116,883	118,120	*	*	114,052	121,279

Source: Preliminary Mayor's Management Report

As of October 2014, 2.63 million clients were enrolled in Medicaid administered by HRA, a 15.3 percent decrease when compared to the same period in time in 2013. Beginning in January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to enroll in the Medicaid program directly through the newly established New York State Health Care Exchange, rather than HRA. As a result, the decline in the number of Medicaid-only enrollees in the HRA-administered program continued in Fiscal 2015.

The average days to initiate home attendant and housekeeper services for all cases increased to 24.7 days in the four months of Fiscal 2015 from 12.3 days during the same time period in Fiscal 2014. This increase is due to HRA experiencing a dramatic one-time decline in processing time during Fiscal 2014 that related to a temporary New York State policy change. Current processing time still remains better than that of Fiscal 2012 and Fiscal 2013.

The average days to initiate home attendant and housekeeper services remains below the State target of 30 days during the first four months of Fiscal 2015. The total number of New York City cases receiving home care services increased by 6.3 percent in the first four months of Fiscal 2015 compared to the same period the previous fiscal year. The increase is almost entirely due to higher enrollment in the Managed Long Term Care (MLTC) program, which is no longer administered by HRA and is now managed by New York State as part of the Medicaid redesign, which now permits MLTC plans to market their product directly to the consumers.

### Subsidized Employment and Job-Related Training

This program area includes several smaller programs. HRA’s Training Assessment Group (TAG) provides educational and financial counseling and services to HRA participants who express interest in training/education and/or are currently enrolled in training or education programs allowed by HRA. TAG ensures that a client’s training and/or educational program is suitable for clients, and monitors the clients’ training and/or academic performance and attendance in training/education, provides debt counseling and referrals, and maintains a list of available training providers appropriate for the training and/or educational program sought by clients. Business Link, a platform for employers to reach job seekers, is at the core of the City’s efforts to move cash assistance recipients into jobs with financial benefits available to companies that hire employees through Business Link.

<b>Subsidized Employment and Job Related Training</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Other Than Personal Services	\$89,479	\$88,502	\$86,499	\$89,367	\$88,173	\$1,674
<b>TOTAL</b>	<b>\$89,479</b>	<b>\$88,502</b>	<b>\$86,499</b>	<b>\$89,367</b>	<b>\$88,173</b>	<b>\$1,674</b>
<b>Funding</b>						
City Funds			\$41,096	\$43,559	\$42,771	\$1,675
State			3,924	3,924	3,924	0
Federal-Other			41,478	41,884	41,478	0
<b>TOTAL</b>	<b>\$89,479</b>	<b>\$88,502</b>	<b>\$86,499</b>	<b>\$89,367</b>	<b>\$88,173</b>	<b>\$1,675</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for subsidized employment and job-related training in Fiscal 2016 is approximately \$88.2 million, an increase of \$1.6 million when compared to the Fiscal 2015 Adopted Budget. This increase can be attributed to collective bargaining adjustments, as well as a slight funding increase to HRA’s subsidized and JTP programs.

### 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 \$741.7 million in child support in 2014, which represents a less than one percent increase when compared to 2013.

Office of Child Support Enforcement						
Dollars in Thousands	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$39,645	\$40,181	\$42,683	\$42,683	\$42,683	\$0
Other Than Personal Services	22,872	25,191	24,357	25,964	24,505	148
<b>TOTAL</b>	<b>\$62,517</b>	<b>\$65,372</b>	<b>\$67,040</b>	<b>\$68,647</b>	<b>\$67,188</b>	<b>\$148</b>
<b>Funding</b>						
City Funds			\$24,076	\$24,159	\$24,185	\$109
Federal-Other			42,964	44,489	43,003	39
<b>TOTAL</b>	<b>\$62,517</b>	<b>\$65,372</b>	<b>\$67,040</b>	<b>\$68,647</b>	<b>\$67,188</b>	<b>\$148</b>
<b>Positions</b>						
Full-time Positions	806	803	891	891	891	0
<b>TOTAL</b>	<b>806</b>	<b>803</b>	<b>891</b>	<b>891</b>	<b>891</b>	<b>0</b>

\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The proposed Fiscal 2016 budget for child support enforcement totals \$67.2 million, an increase of approximately \$148,000 when compared to the Fiscal 2015 Adopted Budget. This increase can be attributed to collective bargaining adjustments where intra-city funding was moved from the Department of Law to OCSE.

### Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total new Support Orders obtained	14,988	17,981	20,286	*	*	6,453	7,570
Child support collected (\$ million)	748.8	735.6	741.7	742	742	235.1	247
Current obligations collected (%)	69.8%	70.9%	84.4%	71%	71%	98.4%	73.4%
Child support cases with orders of support (%)	70.1%	70.1%	71.5%	74%	74%	71.4%	72.9%

Source: Preliminary Mayor's Management Report

As indicated in the table above, during the first four months of Fiscal 2015 the number of new child support orders obtained increased by 17.3 percent and the amount of child support collected increased by 5.1 percent compared to the same period in Fiscal 2014. During the first four months in Fiscal 2014, the percent of current child support obligations collected on behalf of Cash Assistance and non-Cash Assistance custodial parents was exceptionally high. During the same period in Fiscal 2015, collections have returned to the levels seen in previous years.

### 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.

<b>Adult Protective Services</b>						
<i>Dollars in Thousands</i>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Adopted 2015</b>	<b>Preliminary Plan</b>		<b>*Difference 2015 - 2016</b>
				<b>2015</b>	<b>2016</b>	
<b>Spending</b>						
Personal Services	\$21,683	\$22,025	\$26,796	\$26,796	\$26,796	\$0
Other Than Personal Services	19,610	18,773	20,747	20,747	\$20,747	0
<b>TOTAL</b>	<b>\$41,293</b>	<b>\$40,798</b>	<b>\$47,543</b>	<b>\$47,543</b>	<b>\$47,543</b>	<b>0</b>
<b>Funding</b>						
City Funds			\$10,841	\$10,841	\$10,841	0
State			9,952	9,952	9,952	0
Federal-Other			26,749	26,749	26,749	0
<b>TOTAL</b>	<b>\$41,293</b>	<b>\$40,798</b>	<b>\$47,543</b>	<b>\$47,543</b>	<b>\$47,543</b>	<b>0</b>
<b>Positions</b>						
Full-time Positions	407	414	425	425	425	0
<b>TOTAL</b>	<b>407</b>	<b>414</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

There is no difference in the level of funding for adult protect services between the Fiscal 2016 Preliminary Plan and the Fiscal 2015 Adopted Budget.

### Issues and Concerns

- Funding for APS to Meet the Needs of the City’s Growing Senior Population.** The number of APS assessment cases has steadily increased from Fiscal 2012 to Fiscal 2014, yet funding for APS has remained stagnant. APS suffers from a lack of resources and case management ratios remain high. In order to safely manage clients referred to APS, more funding is needed.

**Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Adult Protective Services (APS) Assessment Cases	3,050	3,419	3,723	*	*	3,770	4,021
Adult Protective Services (APS) Cases Eligible for Services	6,227	6,098	5,406	*	*	5,438	5,468
Adult Protective Services (APS) Assessment Cases accepted or denied for under care within State-mandated 60 days (%)	98.5%	98.8%	98.4%	*	*	97.8%	94.9%
Individuals referred to an Adult Protective Services (APS) field office visited within three working days (%)	99.7%	99.8%	99.8%	85%	85%	99.8%	96.3%

Source: Preliminary Mayor’s Management Report

As indicated by the table above, in the first four months of Fiscal 2015, the number of referrals for APS increased by 5.1 percent compared to the same period in the previous year. The number of APS cases eligible for services remained relatively unchanged between the first four months of Fiscal 2015 compared to the first four months of Fiscal 2014. Of the cases initially referred to APS, 96.3 percent were visited within State-mandated three working days in the first four months of Fiscal 2014, which is 3.5 percent lower than the same period last year. The increase is largely due to a change in reporting methodology under a new case management system. As of August 2014, visits are only counted as complete after all data processing is completed. In prior periods, visits were counted as complete before data entry was completed.

## 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.

<b>CEO Evaluation</b>						
	<b>Actual</b>	<b>2014</b>	<b>2015</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>Actual</b>	<b>Adopted</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Personal Services	\$611	\$557	\$565	\$627	\$97	(\$468)
Other Than Personal Services	715	2,650	5,218	4,642	0	(5,218)
<b>TOTAL</b>	<b>\$1,327</b>	<b>\$3,207</b>	<b>\$5,782</b>	<b>\$5,269</b>	<b>\$97</b>	<b>(\$5,685)</b>
<b>Funding</b>						
City Funds			\$5,768	\$5,254	\$83	(\$5,685)
State			5	5	5	0
Federal-Other			9	9	9	0
<b>TOTAL</b>	<b>\$1,327</b>	<b>\$3,207</b>	<b>\$5,782</b>	<b>\$5,269</b>	<b>\$97</b>	<b>(\$5,685)</b>
<b>Positions</b>						
Full-time Positions	6	6	9	7	1	(8)
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>7</b>	<b>1</b>	<b>(8)</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for CEO evaluation in Fiscal 2016 is \$97,000, approximately \$5.7 million less in City funding when compared to the Fiscal 2015 Adopted Budget. In the Fiscal 2016 Preliminary Plan, funding for the CEO Evaluation is tied to the City's miscellaneous budget, and is not allocated to this program area until the release of the Executive Budget or after, which accounts for this decrease in funding and full-time positions.

### 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. HRA's Relationship Abuse Prevention Program (RAPP) is one of the most extensive domestic violence prevention programs in NYC, and is based in schools throughout the City. RAPP's central mission is to end relationship abuse among young people. Its curriculum helps students to identify destructive patterns of behavior before they become repeating patterns in adult relationships.

<b>Domestic Violence Services</b>						
<i>Dollars in Thousands</i>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Adopted 2015</b>	<b>Preliminary Plan</b>		<b>*Difference 2015 - 2016</b>
				<b>2015</b>	<b>2016</b>	
<b>Spending</b>						
Personal Services	\$10,890	\$10,377	\$12,516	\$12,779	\$13,041	\$525
Other Than Personal Services	85,958	87,462	92,227	\$92,329	93,013	786
<b>TOTAL</b>	<b>\$96,849</b>	<b>\$97,839</b>	<b>\$104,743</b>	<b>\$105,107</b>	<b>\$106,055</b>	<b>\$1,312</b>
<b>Funding</b>						
City Funds			\$25,511	\$25,608	\$27,007	\$1,496
State			11,988	12,157	12,705	717
Federal-Other			67,244	67,343	67,343	99
<b>TOTAL</b>	<b>\$96,849</b>	<b>\$97,839</b>	<b>\$104,743</b>	<b>\$105,107</b>	<b>\$106,055</b>	<b>\$1,312</b>
<b>Positions</b>						
Full-time Positions	186	174	197	212	205	8
<b>TOTAL</b>	<b>186</b>	<b>174</b>	<b>197</b>	<b>212</b>	<b>205</b>	<b>8</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for domestic violence services in Fiscal 2016 is approximately \$106.1 million, an increase of \$1.31 million when compared to the Fiscal 2015 Adopted Budget. This increase in funding can be attributed to LINC III aftercare services, as well as increased funding for Family Justice Centers. The additional eight full-time positions reflected in this program area will be contracted out in Fiscal 2016 and are not budgeted in the outyears.

### Financial Plan Actions

- Family Justice Centers Citywide.** The November Plan included \$81,000 for Fiscal 2015 and \$1.4 million in Fiscal 2016 to hire two positions this fiscal year to expand Family Justice Centers (FJCs). FJCs provide criminal justice, civil legal and social services for victims of domestic violence, elder abuse and sex trafficking and are a program in the Mayor's Office to Combat Domestic Violence.

- LINC III Aftercare Services.** The Fiscal 2016 Preliminary Plan includes \$969,000 (\$494,600 CTL, \$475,200 State) in Fiscal 2016 and in the outyears to support domestic violence survivors receiving LINC III rental assistance. LINC III is a rental assistance program, including aftercare services, for families that have become homeless due to domestic violence (DV) and are residing in a HRA domestic violence shelter. Families in a DHS shelter may be eligible for LINC III if they are former HRA DV shelter residents who have “timed out” of the HRA shelter system.
- Teen RAPP RFP.** In the 2014 November Plan, baselined funding of \$2 million for the Teen Relationship Abuse Prevention Program (Teen RAPP) was included for Fiscal 2015 and in the outyears. HRA released an RFP for Teen RAPP on March 2, 2015 with a deadline of March 30, 2015, and a contract start date of July 1, 2015.

**2015 Council Initiatives**

- Legal Assistance for Domestic Violence Victims supports sexual assault related services and programs. The Council provided \$350,000 in Fiscal 2015, which was allocated to three organizations.

**Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Domestic Violence non-residential services programs active caseload	3,065	3,279	3,468	*	*	3,294	3,463
Number of Domestic Violence emergency beds (capacity)	2,228	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 (%)	83.5%	80.8%	78.5%	*	*	77.4%	59.5%

Source: Preliminary Mayor's Management Report

As indicated by the table above, during the first four months of Fiscal 2015, domestic violence non-residential caseloads increased by 5.1 percent when compared to the same time period last year, consistent with the trend over the past two fiscal years. For the first four months of Fiscal 2015, the percent of families eligible for DV shelter services at Prevention Assistance and Temporary Housing (PATH) that were placed in an HRA emergency DV shelter declined by 17.9 percent compared to the same period of time last year. This was due to a longer length of stay in DV shelters. Families that are not placed in an HRA DV shelter are placed in the DHS shelter system. HRA expects DV shelter length of stay to decline as more of these families participate in the LINC III program and other homelessness reduction programs.

### Employment Services Administration

HRA administers employment programs for public assistance recipients.

<b>Employment Services Administration</b>						
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$14,610	\$18,173	\$18,032	\$18,173	\$18,173	\$141
Other Than Personal Services	12,025	7,549	10,161	11,031	7,549	(2,612)
<b>TOTAL</b>	<b>\$26,635</b>	<b>\$25,722</b>	<b>\$28,194</b>	<b>\$29,204</b>	<b>\$25,722</b>	<b>(\$2,472)</b>
<b>Funding</b>						
City Funds			\$10,152	\$11,163	\$8,367	(\$1,785)
State			4,830	4,830	4,672	(158)
Federal-Other			13,211	13,211	12,683	(528)
<b>TOTAL</b>	<b>\$26,635</b>	<b>\$25,722</b>	<b>\$28,194</b>	<b>\$29,204</b>	<b>\$25,722</b>	<b>(\$2,472)</b>
<b>Positions</b>						
Full-time Positions	203	197	258	260	260	2
<b>TOTAL</b>	<b>203</b>	<b>197</b>	<b>258</b>	<b>260</b>	<b>260</b>	<b>2</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for employment services administration in Fiscal 2016 is \$25.7 million, a decrease of \$2.4 million when compared to the Fiscal 2015 Adopted Budget. This decrease can be attributed to a decrease in OTPS for other services and charges related to lease adjustments. The two additional full-time positions are tied to the Young Men Initiative (YMI) and aligns the budgeted headcount to the actual headcount for this program area.

### Employment Services Contracts

HRA provides a large portion of its employment services through two contracted programs and they are WeCARE and Back to Work. HRA's Back to Work program includes Citywide contracts with community based employment and training organizations to provide job readiness training, placement services and vocational training to applicants and recipients of cash assistance. These activities, shaped according to the background and skills of each individual, include short-term job search, vocational training, work experience or basic education. Through these services, in a structured and professional environment, HRA builds on each individual's capacity to achieve job placement and ultimately career advancement. 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 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.

<b>Employment Services Contracts</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Other Than Personal Services	\$134,747	\$125,148	\$119,854	\$122,098	\$121,554	\$1,700
<b>TOTAL</b>	<b>\$134,747</b>	<b>\$125,148</b>	<b>\$119,854</b>	<b>\$122,098</b>	<b>\$121,554</b>	<b>\$1,700</b>
<b>Funding</b>						
City Funds			\$15,043	\$17,287	\$16,743	\$1,700
State			8,197	8,197	8,197	0
Federal-Other			96,614	96,614	96,614	0
<b>TOTAL</b>	<b>\$134,747</b>	<b>\$125,148</b>	<b>\$119,854</b>	<b>\$122,098</b>	<b>\$121,554</b>	<b>\$1,700</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed Fiscal 2016 budget for employment services contracts is \$121.5 million, an increase of \$1.7 million when compared to the Fiscal 2015 Adopted Budget. This increase can be attributed to additional City funds for OTPS related to the net increase in funding for LINC I and LINC IV programs when comparing the Fiscal 2016 Preliminary Budget to the Fiscal 2015 Adopted Budget.

### Issues and Concerns

- HRA’s Employment Vendors RFP.** HRA released its biennial employment plan for public comment in October 2014 and submitted it to the State, where the Office of Temporary Assistance and Disability (OTDA) approved it in December 2014. The plan allows full-time enrollment for four-year college, with work-study, as a valid option for clients. It gradually will phase out the heavily criticized Work Experience Program (WEP) in favor of a client-specific approach to subsidized employment, training and job search, and contains a number of other changes designed to help clients make a permanent transition out of poverty. In alignment with its newly proposed work employment programs, HRA plans to release an RFP for its employment programs, including WeCARE and Back to Work. The anticipated release date of the RFP will be in Fiscal 2015, but a concept paper has yet to be released.

- FEGS.** The Federal Employment Guidance Service (FEGS) announced in December that it plans to shutter all of its programs due to the organization’s mismanagement of funds. FEGS is HRA’s biggest provider of job placement services to the impoverished and disabled through its WeCARE program. Although HRA plans to RFP WeCARE contracts in Fiscal 2015, it is unclear how the dismantlement of FEGS will impact HRA’s WeCARE program until new contract awards are announced.

**Performance Measures**

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Clients whom HRA helped obtain employment (000)	N/A	N/A	48.1	↑	↑	16.5	15.4
Current and former cash assistance cases that retained employment income 180 days after HRA helped the client obtain employment (city fiscal year-to-date average) (%)	N/A	N/A	74.5	80	80	75.4	75.1
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) (%)	N/A	16.2%	19%	↑	↑	17.9%	19.6%
Family cases engaged in training or education in accordance with New York City guidelines (%)	N/A	23.7%	24.3%	↑	↑	24.8%	24%
Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.2%	34.1%	33.9%	34%	34%	N/A	N/A
Total WeCARE cases	25,454	33,280	29,138	*	*	30,839	31,785
Number of WeCARE federal disability awards	4,957	3,739	2,950	*	*	1,083	925

Source: Preliminary Mayor’s Management Report

As indicated by the table above, in the first four months of Fiscal 2015, HRA assisted more than 15,400 clients obtain jobs, 6.2 percent fewer than in the same period of time in Fiscal 2014 because of the de-emphasis on rapid but time-limited job placements. HRA’s new employment model, delineated in its biennial Employment Plan, emphasizes individual assessments, greater access to education and training, literacy programs, and other training that leads to skilled jobs. It is intended to reduce the number of people who quickly return to Cash Assistance because of placement in jobs with low wages. HRA is already implementing the New York State law allowing four-year college attendance as a core work activity.

During the first four months of Fiscal 2015, 19.6 percent of Safety Net clients and 24 percent of those in family cases were participating in education or training programs. Safety Net participation increased by 1.7 percent when comparing the first four months of Fiscal 2015 to the first four months of Fiscal 2014, while family participation was constant during this same time period. For the federal fiscal year ending September 2014, the City’s official federal family work participation rate was 33.9 percent, which meets HRA’s 34 percent work participation goal. According to the United States Department of Health and Human Services, the City’s work participation rate is higher than the most recent federal fiscal year national work participation rate of 29.5 percent.

In October 2014, there were a total of 31,785 clients participating in WeCARE. The number of WeCARE clients increased by 3.1 percent between October 2013 and October 2014, while the number of job placements remained stable during this same time period.

It is important to note that beginning in the Fiscal 2015 PMMR, HRA revised its methodology for calculating the number of clients who were assisted by HRA in finding employment. This revised calculation was applied to Fiscal 2014 data. While the revised data from Fiscal 2014 and Fiscal 2015 are comparable, they are not comparable to previous fiscal years. This change in calculation for employment yields different results for the indicator 'Current and former cash assistance cases that retained employment income 180 days after HRA helped the client obtain employment.'

### Public Assistance and Employment Administration

The Family Independence Administration (FIA) coordinates the Public Assistance program by administering job center operations. 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.

Public Assistance and Employment Administration						
<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$171,310	\$169,506	\$171,890	\$175,815	\$170,056	(\$1,834)
Other Than Personal Services	53,753	49,551	51,320	51,320	53,892	2,572
<b>TOTAL</b>	<b>\$225,062</b>	<b>\$219,057</b>	<b>\$223,210</b>	<b>\$227,135</b>	<b>\$223,947</b>	<b>\$737</b>
<b>Funding</b>						
City Funds			\$83,709	\$86,568	\$84,273	\$564
State			20,819	21,205	21,076	257
Federal-Other			118,682	119,362	118,599	(83)
<b>TOTAL</b>	<b>\$225,062</b>	<b>\$219,057</b>	<b>\$223,210</b>	<b>\$227,135</b>	<b>\$223,947</b>	<b>\$737</b>
<b>Positions</b>						
Full-time Positions	3,238	3,147	3,492	3,619	3,243	(249)
<b>TOTAL</b>	<b>3,238</b>	<b>3,147</b>	<b>3,492</b>	<b>3,619</b>	<b>3,243</b>	<b>(249)</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for public assistance and employment in Fiscal 2016 is \$223.9 million, \$737,000 less than the Fiscal 2015 Adopted Budget. The majority of this can be attributed to a decrease in funding for full-time salaried staff due to HRA’s Benefits Re-engineering initiative.

### Financial Plan Actions

- Early Warning Homeless Prevention.** The Fiscal 2016 Preliminary Plan includes \$420,600 (\$328,000 CTL, \$92,000 State) in Fiscal 2015 and \$841,280 (\$656,280 CTL, \$185,000 State) in funding for Fiscal 2016 and in the outyears for outreach and preventative services for families and individuals known to HRA who are at high risk of entering shelter. HRA will identify high risk families based on a list of known characteristics of families likely to apply to shelter, and will target specific zip codes that have a large number of families entering shelter.

### 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. This funding also includes shelter allowance, rental supplements, and grant diversion for transitional employment programs.

Public Assistance Grants						
Dollars in Thousands	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Other Than Personal Services	\$1,389,067	\$1,338,908	\$1,427,658	\$1,472,199	\$1,407,442	(\$20,216)
<b>TOTAL</b>	<b>\$1,389,067</b>	<b>\$1,338,908</b>	<b>\$1,427,658</b>	<b>\$1,472,199</b>	<b>\$1,407,442</b>	<b>(\$20,216)</b>
<b>Funding</b>						
City Funds			\$600,074	\$621,462	\$582,255	(\$17,819)
State			244,375	251,679	241,977	(2,398)
Federal-Other			583,209	599,058	583,209	0
<b>TOTAL</b>	<b>\$1,389,067</b>	<b>\$1,338,908</b>	<b>\$1,427,658</b>	<b>\$1,472,199</b>	<b>\$1,407,442</b>	<b>(\$20,216)</b>

\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The proposed budget for public assistance grants in Fiscal 2016 totals \$1.4 billion, a \$20.2 million decrease when compared to the Fiscal 2015 Adopted Budget. In Fiscal 2015, \$17.8 million was added for rental assistance and housing court services that is not reflected in the Fiscal 2016 Preliminary Plan.

### Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cash Assistance unduplicated caseload (12 month) (000)	N/A	607	589.1	*	*	606.9	591.1
Persons receiving cash assistance (000)	353.3	357.2	337	*	*	350.4	349.6
Cash assistance caseload (point in time) (000)	190.3	193.1	182.4	*	*	188	187.8
Cash assistance application timeliness rate (%)	94.5%	93.6%	93.7%	96%	96%	93.2%	93.6%
Individuals and families at imminent risk diverted from becoming homeless (%)	92%	93.9%	88.9%	95%	95%	96%	97.4%
Request for Emergency Assistance at the Rental Assistance Unit	N/A	N/A	57,912	*	*	19,793	22,108

Source: Preliminary Mayor's Management Report

As indicated by the table above, the cash assistance caseload remained relatively stable when comparing the first four months of Fiscal 2015 to the same time period in Fiscal 2014. During this

same time period, the unduplicated 12-month cash assistance caseload remained relative flat. According to HRA, the annual number more accurately reflects the total number of New Yorkers who utilize cash assistance during the year since it accounts for the fact that individuals move on and off the caseload list during the period. CA had 606,900 unique recipients from November 2012 to October 2013, and 591,000 unique recipients during the 12-month period from November 2013 to October 2014, a decrease of 15,800 individuals.

While the number of clients receiving ongoing assistance slightly declined, as part of the Mayor's initiative to reduce homelessness, the number of people receiving one-time benefits, primarily emergency rental assistance to prevent evictions, increased by more than 1,700 or 21.2 percent when comparing the first four months of Fiscal 2015 to the first four months of Fiscal 2014.

The Family Assistance (FA) program, which is partially funded with TANF, State and City funds, assisted 352,596 adults and children in December 2014. In addition, another 80,895 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. Lastly, there were 127,784 people, primarily adults, receiving SNA in December 2014.

### 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.

<b>Public Assistance Support Grants</b>						
	Actual	Actual	Adopted	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Other Than Personal Services	\$16,831	\$16,534	\$118,857	\$89,005	\$122,369	\$3,512
<b>TOTAL</b>	<b>\$16,831</b>	<b>\$16,534</b>	<b>\$118,857</b>	<b>\$89,005</b>	<b>\$122,369</b>	<b>\$3,512</b>
<b>Funding</b>						
City Funds			\$57,892	\$63,855	\$75,785	\$17,893
State			8,819	4,258	10,782	1,963
Federal-Other			47,881	18,797	31,538	(16,343)
Intra-City			4,265	2,095	4,265	0
<b>TOTAL</b>	<b>\$16,831</b>	<b>\$16,534</b>	<b>\$118,857</b>	<b>\$89,005</b>	<b>\$122,369</b>	<b>\$3,512</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for public assistance support grants in Fiscal 2016 totals approximately \$122.4 million, a \$3.5 million increase when compared to the Fiscal 2015 Adopted Budget. The majority of this increase in funding can be attributed to the net impact of a \$17.9 million increase in City funds and a \$16.3 million decrease in federal funding. The increase in City funding can be attributed to an increase in spending for services and charges and contractual services related to the LINC program and HRA’s rental assistance program. The decrease in federal funding can be attributed to a reduction in funding from the Temporary Assistance for Needy Families (TANF) block grant for Medicaid Assistance (MA) for inmates, which HRA will no longer be collecting on behalf of HHC.

### Financial Plan Actions

- **Employment and Aftercare Services for LINC I Working Families.** The Fiscal 2016 Preliminary Plan includes \$2.06 million in City funds for Fiscal 2016 and in the outyears to support LINC I working families to ensure that these families are able to maintain employment and housing after placement into permanent housing. LINC I families will receive aftercare services from the DHS’ Homebase prevention providers and thereafter from HRA’s revamped employment programs.
- **LINC IV Rental Assistance for Homeless Seniors.** The Fiscal 2016 Preliminary Plan includes \$2.6 million in City funds for Fiscal 2015 and \$8.6 million in City funds for Fiscal 2016 to fund rental assistance for 1,100 homeless seniors. LINC IV targets adults and adult families who are, or include someone who is, age 60 or above and are unable to afford stable housing. The Preliminary Budget also reflects outyear funding for this cohort of seniors from Fiscal 2017 to Fiscal 2019. Average rent for seniors per month participating in LINC IV is \$948, and like in all LINC programs, seniors are required to pay 30 percent of their household income towards rent

and follow maximum rent guidelines set by DHS that vary depending on family size. The average subsidy for seniors participating in LINC IV is \$676 per month.

- **LINC V Rental Assistance for Homeless Working Adults.** The Fiscal 2016 Preliminary Plan includes \$2.1 million in Fiscal 2015 and \$7.1 million in Fiscal 2016 for rental assistance for 1,000 homeless working adults. The Preliminary Budget also reflects outyear funding for this cohort of working adults in Fiscal 2017 to Fiscal 2019. Average rent per month for working adults participating in LINC V is \$960, and like in all LINC programs, working adults are required to pay 30 percent of their household income towards rent and follow maximum rent guidelines set by DHS that vary depending on family size. The average subsidy for working adults is \$621 per month.
- **Employment and Aftercare Services for LINC V Working Adults.** The Fiscal 2016 Preliminary Plan includes \$700,000 in City funds for Fiscal 2015 and \$1.7 million for Fiscal 2016 for employment support and aftercare services for LINC V families. Although the Preliminary Budget does not reflect funding for this in the outyears, the Administration will eventually include funding for Fiscal 2017 and beyond.
- **LINC Apartment Inspections.** The Fiscal 2016 Preliminary Plan includes \$759,300 in City funds for Fiscal 2015 and \$840,000 in City funds for Fiscal 2016 for LINC apartment inspections; funding for apartment inspections is \$830,500 in City funds for the outyears. This will fund 12 new staff at the Housing and Preservation Department (HPD) to conduct the inspections, as well as vehicles and equipment needed for the inspections.
- **Homeless Program Support.** The Fiscal 2016 Preliminary Plan includes \$1.9 million in Fiscal 2015 (\$1.4 million CTL, \$333,500 federal, \$189,300 State) and \$3.9 million (\$2.9 million CTL, \$691,300 federal, \$392,300 State) in funding for Fiscal 2016 and in the outyears for homeless program support, which includes an additional 79 staff to provide operational and administrative support for the LINC and homeless prevention programs. Staff will perform administrative work as well as outreach.
- **Enhanced Moving Allowances for Homeless Families.** The Fiscal 2016 Preliminary Plan includes \$4.5 million in City funds for Fiscal 2015 and \$1.4 million in City funds for Fiscal 2016 and in the outyears to cover moving costs for families transitioning out of shelter into permanent housing as well as a furniture allowance. The average moving allowances is \$813.
- **Broker's Fees.** The Fiscal 2016 Preliminary Plan includes \$3.6 million (\$3.65 million CTL, \$3.5 million federal, \$1.5 million State) for enhanced broker's fees to promote shelter move outs for the remainder of Fiscal 2015. In October, HRA announced that licensed brokers providing long-term housing for the LINC program will receive a bonus in the amount of 15 percent of the annual rent for each unit provided rather than the usual one month broker's fee. Originally this program was set to expire in January 2015, but has been extended until March 31, 2015. The average broker's fee for singles is \$1,213 and the average broker's fee for families \$1,515.
- **Landlord Bonus and Enhanced Security Fund.** The Fiscal 2016 Preliminary Plan includes \$2 million in City funds for Fiscal 2015 and \$1 million in City funds for Fiscal 2016 and the outyears to fund one-time incentive payments to landlords participating in the LINC programs and for the establishment of a program to reimburse landlord costs not covered by security deposits. Beginning in October 2016, the City announced that it would provide a \$1,000 bonus for the first 1,000 units provided by landlords who submit complete apartment leasing

packages to DHS or HRA. In addition to the landlord bonus, for participating LINC landlords, an additional financial protection will be offered in the event rental payments are not made and the shortfall cannot be covered by other eviction prevention programs administered by the City, or there is damage to the apartment beyond what is covered by the security deposit. This fund will provide up to a total of \$3,000 for the total time of the LINC lease, including renewals. It is a fund of last resort and will cover expenses that cannot otherwise be paid through other means such as HRA’s eviction prevention services or the security deposit.

- **Anti-Eviction Legal Services.** The Fiscal 2016 Preliminary Plan includes \$5 million in City funds for the remainder of Fiscal 2015 for anti-eviction legal services in neighborhoods identified for rezoning. Although funding is only for Fiscal 2015, according to HRA, anti-eviction legal services is part of a broader initiative and outyear funding will be included prior to budget adoption.

**Issues and Concerns**

- **Lack of State Funding for LINC III, IV, and V.** Beginning in Fiscal 2015 as part of an agreement with the State, the City and State each contribute 50 percent towards a rental assistance program for the working poor, or LINC I. In addition, the City leverages federal funding through Temporary Assistance Funding for Needy Families (TANF) and State funding through Safety Net (SA) towards a rental assistance program for the vulnerable homeless population or LINC II.

With State and federal funding secured, the City is able to budget funds for LINC I and LINC II in the outyears, but there is no State share of funding for LINC III, LINC IV, and LINC V programs. The City alone funds these three programs, although the Administration believes that the State should also contribute a share towards them as well, which would lessen the financial burden of administering them.

- **Fiscal 2015 Funding for LINC.** The LINC program began its rollout in Fall 2014, and while both HRA and DHS have been placing single adults and families in stable housing, placements are not on track. It is likely, given the current placement rate, that HRA and DHS will not fully expend Fiscal 2015 LINC funding, which raises the concern of what will happen to unspent funds at the end of Fiscal 2015 and how it will impact funding for LINC in Fiscal 2016 and in the outyears. Both HRA and DHS hope to be on track for placements by the end of the fiscal year and are closely monitoring placements for all five LINC programs. The following table highlights how many certification letters have been distributed and the number of move outs as of January 30, 2015.

Program	Certification Letters Distributed	Move Outs	Move Out Goal from Shelter	Difference
LINC I	635	155	1,101	946
LINC II	300	66	950	884
LINC III	413	171	1,900	1,729
LINC IV	725	66	1,100	1,034
LINC V	377	121	1,000	879
<b>TOTAL</b>	<b>2,450</b>	<b>579</b>	<b>6,051</b>	<b>5,472</b>

Of the five LINC programs, LINC II is the least utilized and furthest behind in move outs. There has been some evidence that landlords are reluctant to lease apartments to the homeless population that fall under LINC II, as they are the most vulnerable and have had multiple stays in shelter. Both HRA and DHS hope to be on track for placements by the end of the fiscal year and are closely monitoring placements for all five LINC programs.

- **Apartment Availability and Inspections.** After DHS and HRA increased the maximum rent amounts allowed under LINC and aligned them with Section 8 rental assistance guidelines, more apartments across the City became available for singles and families to move into. Although there are now more apartments online, there is evidence that most apartments fail their first inspection, which leads to a move in delay for singles and families ready to transition out of shelter and into stable housing.
- **Enforcing Legal Rent.** There are concerns if landlords are charging the legal rent for apartments leased to LINC clients or asking for the maximum rent allowed under the subsidy. Landlords may be unscrupulously benefiting by asking for the maximum subsidy rent, which may be higher than the legal rent. This practice will cost the City more in subsidy payouts to landlords, and there is no enforcement by DHS to ensure that the legal rent is charged for LINC units.

### 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.

<b>Home Energy Assistance</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Personal Services	\$1,669	\$1,443	\$1,669	\$1,669	\$1,669	0
Other Than Personal Services	36,418	39,668	22,000	25,046	22,000	0
<b>TOTAL</b>	<b>\$38,086</b>	<b>\$41,111</b>	<b>\$23,669</b>	<b>\$26,715</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	23,426	23,426	0
<b>TOTAL</b>	<b>\$38,086</b>	<b>\$41,111</b>	<b>\$23,669</b>	<b>\$26,715</b>	<b>\$23,669</b>	<b>0</b>
<b>Positions</b>						
Full-time Positions	26	22	31	31	31	0
<b>TOTAL</b>	<b>26</b>	<b>22</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

There is no difference in the level of funding for HEAP between the Fiscal 2016 Preliminary Plan and the Fiscal 2015 Adopted Budget of \$236 million.

## Information Technology Services

This program area contains funding for the information technology needs of the agency.

<b>Information Technology Services</b>						
<i>Dollars in Thousands</i>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Personal Services	\$47,807	\$48,207	\$43,794	\$43,794	\$43,794	0
Other Than Personal Services	30,897	31,612	34,003	34,003	34,003	0
<b>TOTAL</b>	<b>\$78,704</b>	<b>\$79,819</b>	<b>\$77,797</b>	<b>\$77,797</b>	<b>\$77,797</b>	<b>0</b>
<b>Funding</b>						
City Funds			\$15,851	\$15,851	\$15,851	0
State			16,986	16,986	16,986	0
Federal-Other			44,961	44,961	44,961	0
<b>TOTAL</b>	<b>\$78,704</b>	<b>\$79,819</b>	<b>\$77,797</b>	<b>\$77,797</b>	<b>\$77,797</b>	<b>0</b>
<b>Positions</b>						
Full-time Positions	564	569	621	621	621	0
<b>TOTAL</b>	<b>564</b>	<b>569</b>	<b>621</b>	<b>621</b>	<b>621</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for information technology services in Fiscal 2016 remains the same as the Fiscal 2015 Adopted Budget of \$77.8 million.

### 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.

Investigations and Revenue Administration						
Dollars in Thousands	Actual		2015	Preliminary Plan		*Difference
	2013	Actual	Adopted	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$63,429	\$64,762	\$63,532	\$63,532	\$63,532	0
Other Than Personal Services	144	16,245	20,805	20,805	20,805	0
<b>TOTAL</b>	<b>\$63,574</b>	<b>\$81,007</b>	<b>\$84,336</b>	<b>\$84,336</b>	<b>\$84,336</b>	<b>0</b>
<b>Funding</b>						
City Funds			\$263,344	\$263,344	\$263,344	0
State			20,628	20,628	20,628	0
Federal-Other			40,364	40,364	40,364	0
<b>TOTAL</b>	<b>\$63,574</b>	<b>\$81,007</b>	<b>\$84,336</b>	<b>\$84,336</b>	<b>\$84,336</b>	<b>0</b>
<b>Positions</b>						
Full-time Positions	1,254	1,192	1,246	1,246	1,246	0
<b>TOTAL</b>	<b>1,254</b>	<b>1,192</b>	<b>1,246</b>	<b>1,246</b>	<b>1,246</b>	<b>0</b>

\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

There is no difference in the level of funding for substance abuse services between the Fiscal 2016 Preliminary Plan and the Fiscal 2015 Adopted Budget of \$84.3 million.

### Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	197.88	\$205.09	\$224.9	↑	↑	\$103.9	\$61.35

Source: Preliminary Mayor's Management Report

For the first four months of Fiscal 2015, HRA saved \$61.3 million in Medicaid recoveries and cost avoidance related to fraud, waste, and abuse. This represents a decline of 40.9 percent when compared to the first four months of Fiscal 2014. The major reason for the decline is that Medicaid cases are moving to the State and as a result, HRA has a smaller caseload against which to conduct a match that identifies those who have signed up for Medicaid in more than one state. In addition, the Fiscal 2014 first four-month reporting period included an exceptionally large single case identified with \$27.5 million in provider fraud.

It is important to note that beginning in the Fiscal 2015 PMMR, HRA revised its methodology for calculating “Medicaid recoveries and cost avoidance for fraud, waste and abuse”. With the State Health Care Exchange assuming the Medicaid application process, including those applications requiring Medicaid Integrity Investigation Program reviews, HRA discontinued these reviews in April 2014. This program has been removed from the PMMR, including prior years’ data. According to HRA, adjusting for the lower caseload and for the single exceptionally large \$27.5 million fraud case from Fiscal 2014, truly comparable data would show that total Medicaid savings and cost avoidance actually declined by only \$3.3 million on a comparable basis during this period in Fiscal 2015.

## 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.

<b>Substance Abuse Services</b>						
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2015 - 2016</b>
<b>Spending</b>						
Other Than Personal Services	\$64,792	\$59,461	\$69,299	\$69,299	\$69,299	0
<b>TOTAL</b>	<b>\$69,299</b>	<b>\$59,461</b>	<b>\$69,299</b>	<b>\$69,299</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
<b>TOTAL</b>	<b>\$69,299</b>	<b>\$59,461</b>	<b>\$69,299</b>	<b>\$69,299</b>	<b>\$69,299</b>	<b>0</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

There is no difference in the level of funding for substance abuse services between the Fiscal 2016 Preliminary Budget and the Fiscal 2015 Adopted Budget of \$69.3 million.

## General Administration

This program area is for all other administrative functions that cannot be clearly linked to a specific program area.

General Administration						
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	Preliminary Plan		*Difference
	2013	2014	2015	2015	2016	2015 - 2016
<b>Spending</b>						
Personal Services	\$116,578	\$119,462	\$119,958	\$151,469	\$154,409	\$34,451
Other Than Personal Services	171,760	176,711	187,023	280,819	186,415	(608)
<b>TOTAL</b>	<b>\$288,338</b>	<b>\$296,173</b>	<b>\$306,980</b>	<b>\$432,289</b>	<b>\$340,824</b>	<b>\$33,844</b>
<b>Funding</b>						
City Funds			\$110,261	\$140,889	\$142,957	\$32,696
State			54,387	58,157	55,679	1,292
Federal - CD			0	82,701	0	0
Federal-Other			135,767	143,939	135,623	(144)
Intra-City			6,565	6,602	6,565	0
<b>TOTAL</b>	<b>\$288,338</b>	<b>\$296,173</b>	<b>\$306,980</b>	<b>\$432,289</b>	<b>\$340,824</b>	<b>\$33,844</b>
<b>Positions</b>						
Full-time Positions	1,857	2,000	2,047	2,150	2,067	20
<b>TOTAL</b>	<b>1,875</b>	<b>2,000</b>	<b>2,047</b>	<b>2,150</b>	<b>2,067</b>	<b>20</b>

*\*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

The proposed budget for general administration in Fiscal 2016 is approximately \$340.8 million, which is \$33.8 million more than the Fiscal 2015 Adopted Budget. The majority of the \$34.4 million increase in personal services can be attributed to \$32 million for collective bargaining which supports wage increases, salary enhancement and associated Federal Insurance Contribution Act (FICA) expenses and \$2 million for the expansion of HRA's rental arrears program.

### Financial Plan Actions

- **4 World Trade Center Move.** The November Plan included \$2.2 million for Fiscal 2015 and \$735,000 in Fiscal 2016 to move the main HRA headquarters from 180 Water Street and 2 Washington Street to 4 World Trade Center. This funding will mainly cover purchasing furniture and consultant costs.
- **Benefits Assistance.** The November Plan included \$130,000 for Fiscal 2015 for six new staff to provide increased outreach for benefit programs administered by the agency.
- **Collective Bargaining.** The November Plan included \$18.5 million in collective bargaining adjustments in Fiscal 2015 transferred from the miscellaneous budget to HRA's budget.
- **Municipal Identification Card (ID NYC).** The Fiscal 2016 Preliminary Plan includes \$5 million in City funds for the remainder of Fiscal 2015 and \$4.1 million in City funds for Fiscal 2016 for staff and administrative support of the ID NYC program, the City's municipal identification card program. The Administration underestimate the high level interest in the

program when it was launched in Fall of 2014, and to address high application volume for the remainder of Fiscal 2015, HRA will hire 83 more staff who will remain in Fiscal 2016.

### Fiscal 2015 Council Initiatives

- **Unaccompanied Minor Children.** In Fiscal 2015, the City Council provided \$1 million for the Unaccompanied Minor Children Initiative, developed in partnership with the Robin Hood Foundation and the New York Community Trust to provide legal and social services to the surge of immigrant children living in New York City. The partnership ensures that the due process rights of this vulnerable population are protected; all children in New York City have an opportunity to avail themselves of counsel; they have the opportunity to apply for relief from removal; and they have the opportunity to receive much needed social, medical and mental health services.
- **New York Immigrant Family Unity Project.** In Fiscal 2015, the City Council provided \$4.9 million to the New York Immigrant Family Unity Project (NYIFUP), the nation's first government-funded legal representation program for detained immigrants that provides high-quality, holistic representation to New Yorkers detained and facing deportation who cannot afford an attorney. NYIFUP attorneys carry a full caseload of deportation defense cases, and provide services, including master calendar, bond and individual merits hearings, appeals, and social work services.
- **Anti-Eviction Legal Services and Single Room Occupancy Council Initiative (SRO).** The Anti-Illegal Eviction program provides legal assistance to low - and moderate-income families and Single Room Occupancy housing tenants faced with illegal evictions from their homes and helps to improve housing conditions. In Fiscal 2015, the Council increased funding for this initiative from \$2 million to \$5 million.
- **Citywide Legal Services.** Citywide legal services supports direct client representation, including representation in class action cases; the provision of legal advice; community legal education presentations; pro-bono/volunteer lawyer programs; and hotline and other telephone-based legal services. Legal areas in which services may be provided include, but are not limited to: consumer/finance, education, employment, family, juvenile, health, housing, income maintenance, individual rights, and miscellaneous benefits. This Council initiative allocated \$3.75 million for legal services provided by the Legal Aid Society and Legal Services NYC.
- **Legal Services for the Working Poor.** This initiative supports civil legal services for the working poor, including: assistance in preventing eviction and foreclosure; improvement of living conditions and removal of hazardous housing conditions in their homes; housing code enforcement actions; organization and representation of tenants groups; help in obtaining emergency grants and benefits to avoid homelessness; assistance for family members in getting appropriate disability benefits such as SSD or SSI; immigration assistance; protection from workplace abuses, such as harassment and violation of fair wage and hour laws; consumer protections from creditors; representation of domestic violence victims; and assistance with recovering illegal rents and other improper rent charges. The Council allocated \$1.525 million for this initiative, which is \$425,000 more than in Fiscal 2014.

- **Unemployment Project/Social Security Income Advocacy Project.** This initiative allocates \$500,000 each to Legal Services NYC (LSNYC) and the Legal Aid Society (LAS) to expand legal advocacy through the Supplemental Security Income Advocacy Project. This funding also supports an advocacy project of LSNYC and LAS for unemployed individuals who have been wrongly denied Unemployment Insurance Benefits (UIB). Lastly, this funding supports the costs of providing legal representation at hearings before administrative law judges to help disabled individuals and the unemployed receive the unemployment insurance benefits and/or the Supplemental Security Income benefits they have been wrongly denied.

## 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 the future operational requirements at HRA.

### Capital Budget Summary

The Fiscal 2016 Preliminary Capital Commitment Plan includes \$199.5 million in Fiscal 2015-2018 for the Human Resources Administration (including City and Non-City funds). This represents approximately less than one percent of the City’s total \$44.7 billion Preliminary Plan for Fiscal 2015-2018. The agency’s Preliminary Commitment Plan for Fiscal 2015-2018 is 4.1 percent less than the \$208.2 million scheduled in the Adopted Capital Commitment Plan, a decrease of \$8.6 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 2014, the Human Resources Administration 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, thus increasing the size of the Fiscal 2016-2019 Capital Plan. Since adoption last June, the citywide total Capital Commitment Plan for Fiscal 2015 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 6.1 percent.

**HRA's 2015-2018 Commitment Plan: Adopted and Preliminary Budget**

*Dollars in Thousands*

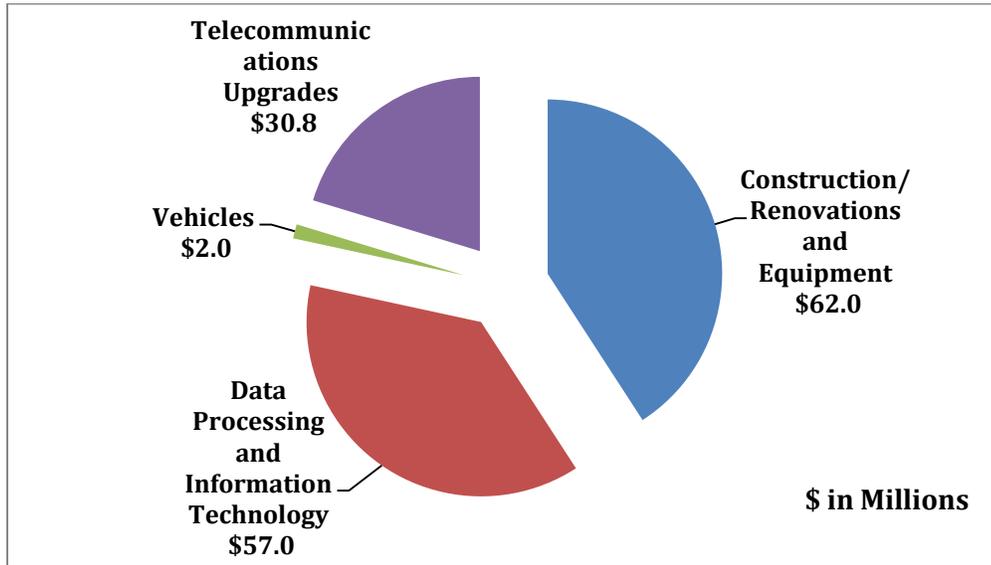
	FY15	FY16	FY17	FY18	Total
<b>Adopted</b>					
Total Capital Plan	\$168,371	\$10,647	\$10,265	\$18,954	<b>\$208,237</b>
<b>Prelim</b>					
Total Capital Plan	\$134,390	\$23,689	\$22,544	\$18,954	<b>\$199,577</b>
<b>Change</b>					
Level	(\$33,981)	\$13,042	\$12,279	0	<b>(\$8,660)</b>
Percentage	<b>(20.18%)</b>	<b>(122.49%)</b>	<b>(119.62%)</b>	<b>0</b>	<b>(4.16%)</b>

### Preliminary Capital Budget Highlights

- **4 World Trade Center.** HRA allocated \$20.6 million in the Preliminary Capital Budget towards structural improvements for the agency’s new headquarters at 4 World Trade Center. The agency plans to move to its new headquarters by the Spring of 2015, and will house staff currently located at its 180 Water Street and 2 Washington Street offices.

- Virtual Client Service Center.** HRA allocated \$16 million in the Preliminary Capital Budget 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.

### 2016-2025 Preliminary Ten-Year Capital Strategy



*Dollars in Thousands 000's*

The primary focus of HRA’s Preliminary Ten-Year Capital Strategy is to improve employee productivity and the delivery of client services through the implementation of the Re-engineering Project.

#### 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 Department of Social Services (DSS) facilities and service providers.
- ✓ Upgrade, maintain, and acquire telecommunications and information systems equipment to improve HRA’s operations.

#### Preliminary Ten-Year Strategy

- Construction/Renovations and Equipment.** The Preliminary Ten-Year Capital Strategy provides \$62 million for improvements to maintain the structural integrity of HRA’s more than 70 facilities, including compliance with building fire and safety standards, necessary improvements for HVAC, masonry, roofing, electrical, and plumbing work. This is all in addition to HRA’s continued consolidation of facilities citywide.

- **Data Processing and Information Technology.** The Preliminary Ten-Year Capital Strategy provides \$30 million to continue the implementation of the agency's Re-engineering initiative, which redesigns business processes to modernize HRA's interaction with clients, realize cost efficiencies, and continue to maintain high levels of program integrity through the use of modern technology. Additionally, HRA 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 tracking, reporting, and intra/inter agency communications.
- **Telecommunications Infrastructure.** The Preliminary Ten-Year Capital Strategy provides \$30.8 million to improve connectivity among agency personnel and contract service providers. This includes updates to various HRA-managed data systems including Voice Over Internet Protocol (VOIP), an extensive network of servers and data storage systems, and routine replacement of workstation equipment.
- **Vehicles.** The Preliminary Ten-Year Capital Strategy provides \$2 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

## Appendix A: Budget Actions in the November and Preliminary Plans

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
<b>Agency Budget as of Fiscal 2015 Adopted Plan</b>	<b>\$7,563,618</b>	<b>\$2,183,752</b>	<b>\$9,747,370</b>	<b>\$7,486,077</b>	<b>\$2,165,163</b>	<b>\$9,651,240</b>
<b>New Needs</b>						
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	-	349	349	-	-	-
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	-	1,387	-	-	-
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		\$1,389	495	\$475	970
Aftercare Services for LINC III Families			-			-
Anti-Eviction Legal Services	5,000	-	5,000			-
Broker's Fees	3,651	5,042	8,693			-
Early Warning Homeless Prevention	328	93	421	656	185	841
Employment and Aftercare Services for LINC I Families		-	-	2,064	-	2,064
Employment and Aftercare Services for LINC V Individuals	700	-	700	1,700	-	1,700
Enhanced Moving Allowances for Homeless Families	4,596	-	4,596	1,440	-	1,440
Homeless Program Support	1,403	523	1,925	2,907	1,084	3,991
ID NYC	5,038	-	5,038	4,124	-	4,124
Landlord Bonus and Enhanced Security Fund	2,000	-	2,000	1,000	-	1,000
LINC Apartment Inspections	759	-	759	840	-	840
LINC IV/ Rental Assistance for Homeless Seniors	2,602	-	2,602	8,661	-	8,661
LINC V/ Rental Assistance for Homeless Work Adults	2,174	-	2,174	7,129	-	7,129
SNAP Staffing				6,920	6,920	13,840
<b>TOTAL, New Needs</b>	<b>\$59,279</b>	<b>\$30,787</b>	<b>\$90,066</b>	<b>\$69,618</b>	<b>\$21,281</b>	<b>\$90,900</b>
<b>Other Adjustments</b>						
209 Bay Street	-	19	19	-	-	-
Adjust DYCD Legal Services	-	(533)	(533)	-	-	-
Age Friendly NYC	(100)	100	-	(100)	100	-
CEO Technical Adjustment	(24)	-	(24)	-	-	-
Collective Bargaining	18,519	14,634	33,153	18,654	15,300	33,954
CUNY Internship	-	-	-	-	-	-
DOHMH Healthy Bucks	-	350	350	-	-	-
HEAP Funding	-	3,046	3,046	-	-	-

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
HRO Contracts	-	\$37,044	\$37,044	-	-	-
JARC Grant Rollover	-	649	649	-	-	-
L300 Collective Bargaining Increase	3	-	3	3	-	3
LINC II Rental Assistance Program	(2,916)	(8,206)	(11,121)	-	-	-
Literacy Assistance Center	20	-	20	-	-	-
Local Government Records Manag	-	74	74	-	-	-
Member Item Reallocation	37	-	37	-	-	-
Move Title IIIB Funds	-	(1,140)	(1,140)	-	-	-
OSCE Incentive Funds	-	1,500	1,500	-	-	-
PS Adjustments	1,213	-	1,213	1,542	-	1,542
Revenue Mod Increase	-	61	61	-	-	-
Rollover SNAP-ed from FY14	-	3,662	3,662	-	-	-
Shelter Savings Adjustment	(14,192)	(30,350)	(44,543)	(14,192)	(30,350)	(44,543)
SNAP EASE Food Bank of NYC	-	1,114	1,114	-	-	-
Technical Adjustment	80	77	156	80	77	156
CEO Evaluation	(490)	-	(490)	-	-	-
DC37 Collective Bargaining	38	4	40	44	2	45
FY 15 Local Initiatives	558	-	558	-	-	-
Homeless Prevention Strategies	3,507	-	3,507	-	-	-
Housing Recovery	-	45,657	45,657	-	-	-
I/C Labor Transfer of Non-Union Employees	134	-	134	167	-	167
IC/ W HRA	-	18	18	-	-	-
Legal Services Tech Adjustments	-	(497)	(497)	-	-	-
MA for Inmantes Takedown	-	(32,739)	(32,739)	-	(32,739)	(32,739)
Technical Adjustment for Executive Action Legal Services	657	-	657	-	-	-
YMI: Job Plus	(73)	-	(73)	-	-	-
<b>TOTAL, Other Adjustments</b>	<b>\$6,969</b>	<b>\$34,543</b>	<b>\$41,511</b>	<b>\$6,197</b>	<b>(\$47,611)</b>	<b>(\$41,414)</b>
<b>TOTAL, All Changes</b>	<b>\$66,248</b>	<b>\$65,330</b>	<b>\$131,577</b>	<b>\$75,815</b>	<b>(\$26,329)</b>	<b>\$49,486</b>
<b>Agency Budget as of Fiscal 2016 Preliminary Plan</b>	<b>\$7,629,865</b>	<b>\$2,249,083</b>	<b>\$9,878,948</b>	<b>\$7,561,892</b>	<b>\$2,138,836</b>	<b>\$9,700,728</b>

\*Continuation from previous page

## Appendix B: 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				\$20,746,721	\$47,542,883
CEO Evaluation	97,032				0				97,032
Domestic Violence Services				13,041,413				93,013,404	106,054,817
Employment Services Administration	13,533,759	4,639,446			0	7,549,018			25,722,223
Employment Services Contracts						121,553,504			121,553,504
Food Assistance Programs								11,461,248	11,461,248
Food Stamp Operations	550,318	68,597,816		352,872		4,760,879			74,261,885
General Administration	125,592,418	20,624,041		8,192,534	177,090,935	9,193,306		131,051	340,824,285
HIV and AIDS Services				58,531,853				177,515,866	236,047,719
Home Energy Assistance	468,607			1,200,059		22,000,000			23,668,666
Information Technology Services	43,793,992				34,002,626				77,796,618
Investigations and Revenue Admin	63,531,517				20,804,578				84,336,095
Medicaid - Eligibility & Admin	3,890,047		87,336,906				21,855,690		113,082,643
Medicaid and Homecare			35,519,432				6,424,341,068		6,459,860,500
Office of Child Support Enforcement	42,682,775				5,532,486	18,972,398			67,187,659
Public Assistance and Employment Admin		170,055,678				53,891,511			223,947,189
Public Assistance Grants						1,407,441,566			1,407,441,566
Public Assistance Support Grants						122,369,230			122,369,230
Subsidized Employ & Job-Related Training						88,173,050			88,173,050
Substance Abuse Services						69,298,571			69,298,571
<b>Grand Total</b>	<b>\$294,140,465</b>	<b>\$263,916,981</b>	<b>\$122,856,338</b>	<b>\$108,114,893</b>	<b>\$237,430,625</b>	<b>\$1,925,203,033</b>	<b>\$6,446,196,758</b>	<b>\$302,868,290</b>	<b>\$9,700,727,383</b>