



# HUMAN RESOURCES ADMINISTRATION

Robert Doar, Commissioner

## Key Public Service Areas

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and help custodial parents to secure child support payments.
- ✓ Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families, and help expand access to private and public health insurance.
- ✓ Provide necessary and appropriate support services to eligible vulnerable, frail and/or disabled residents.
- ✓ Manage HRA's resources efficiently to ensure the Agency's capacity to serve its clients.

## Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their self-sufficiency. HRA provides cash assistance and employment services at 24 Job Centers; 16 are Model Offices that streamline workflow and enhance access to services. Family Services Call Center and its satellites and the Special Projects Center provide specialized services. Food stamps are provided at 16 offices (11 are Model Offices and two are for SSI and congregate care cases). HRA offers public health insurance at 15 Medicaid Community Model Offices. HRA provides HASA support services to medically eligible individuals at 12 centers (9 are Model Offices) and adult protective services through 6 borough offices and 6 contracted programs. HRA determines the personal care eligibility of disabled, frail and aged Medicaid recipients at 7 Community Alternative System Agency offices and contracts with 52 vendors for services. 52 State-licensed residential programs, 15 community-based programs, and various HRA programs offer services to victims of domestic violence. HRA assists New York City families in obtaining child support orders and collects child support payments at 4 borough and 5 Family Court offices.

## Critical Objectives

- Assist cash assistance participants to increase their employability, find jobs, retain their employment, and move to self-sufficiency.
- Assist custodial parents in obtaining child support orders from the court; ensure that they receive their payments in a timely manner; and assist low-income, non-custodial fathers to pay child support obligations, while providing them with employment and referral to mediation services.
- Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families and help expand access to public and private health insurance.
- Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for eligible vulnerable, frail and disabled clients to ensure their safety and independence.

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## Preliminary Performance Highlights

- For the first four months of Fiscal 2012, HRA helped 27,720 clients obtain employment, which is 7.6 percent more than it achieved in the same period in Fiscal 2011. For calendar 2011, HRA increased its annual employment goal from 75,000 to 85,000 clients. Beginning January 2011, the goal includes all clients HRA helps obtain employment, rather than only Cash Assistance recipients. As of October 2011, HRA helped 68,140 clients obtain employment, 8.3 percent more than in the same period in 2010. The percent of Cash Assistance cases that retained employment for 180 days remained above target.
- For the current state fiscal year, ending in March 2012, the City achieved a Safety Net Assistance work participation rate that was above the State requirement of 50 percent, and is, in fact, nearly 2 percent higher than at this time in the previous fiscal year.
- The amount of child support collected increased by 3.6 percent and the percent of current obligations collected increased by 11.1 percent in the July-October period in Fiscal 2012 compared to the same period in the previous fiscal year. This is due to an increase in the number of non-custodial parents paying their child support, an increase in payments obtained through wage withholding, an increase in collections from administrative enforcement efforts such as Federal Tax Offset and NYC Comptroller settlements and an increase in the amount collected per case.
- The number of persons receiving cash assistance decreased slightly as of the end of the first four months of Fiscal 2012, compared to the same point in time in Fiscal 2011. HRA has continued its welfare reform efforts designed to engage recipients in work and work-related activities in order to increase their ability to obtain employment and reach their maximum level of self-sufficiency. The October 2011 number of cash assistance recipients is the lowest number of recipients since December 1963.
- The number of persons receiving food stamps increased by 2.4 percent during the first four months of Fiscal 2012, compared to the same period in Fiscal 2011. Among these recipients, the number of non-cash assistance persons receiving food stamps increased 4.1 percent. HRA streamlined the application process, which now allows telephone interviews and applications to be submitted via mail, fax and online. HRA has hired



additional eligibility workers and developed partnerships with community organizations to accept applications for electronic submission to HRA.

- The June estimated food stamp error rate for all cases as of the end of Fiscal 2011 was 4.37 percent. For April through August of 2011, City's Food Stamp payment estimated error rate has remained below five percent for the first time since November 2008.
- The number of individuals receiving HIV/AIDS Services Administration's (HASA)/AIDS services increased by 553 people, or 1.6 percent as of October 2011, compared to October 2010.
- During the first four months of Fiscal 2012, the time to complete the review of applications for enhanced housing benefits for HASA clients increased by 2.8 days, or 52.1 percent compared to the first four months of Fiscal 2011, and the time to issue ongoing enhanced housing benefits to eligible clients increased by 2.5 days, or 15.2 percent. Delays in application processing and benefit issuance are due to the transition to a new automated housing benefit application review and issuance process. The new process has resulted in better documentation and increased accountability at all levels of review and supervision. Enhanced housing benefits are still being issued within the mandated thirty days.
- The domestic violence non-residential caseload increased by 7.7 percent by the end of the first quarter of Fiscal 2012, compared to the same point in time in Fiscal 2011.
- The percent of families entering HRA's domestic violence shelters who were found eligible for services at Prevention Assistance in Transition for Homelessness (PATH) increased by 6.8 percentage points during the first four months of Fiscal 2012, compared to the same period in Fiscal 2011. This was due to improved efforts by HRA staff to place eligible clients in domestic violence shelters and use of computerized domestic violence shelter referral and placement system (SORTS). In the shelters, clients receive a full complement of services to support their transition into safety and stability.
- There were 15.8 percent fewer adult protective services assessment cases as of October 2011 compared to October 2010. The number of undercare cases increased by 3.3 percent during the same period. In February 2011, HRA reviewed the adult protective service (APS) vendor assessment process to ensure eligibility criteria were being met. As a result, HRA updated a significant number of vendor assessment cases to undercare cases, leading to a reduction in the number of assessment cases.
- During the first four months of Fiscal 2012, the amounts collected and costs avoided because of efforts to combat Medicaid fraud, waste and abuse increased by 22.7 percent compared to the same period in Fiscal 2011. This increase is due to efforts to increase recoveries from Medicaid Provider compliance audits; a more focused effort on client and provider Medicaid prescription drug fraud investigations; and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens.



## Performance Report

- ✓ Provide services that will ensure the self-sufficiency of lower-income New Yorkers, especially current or potential cash assistance participants, by engaging them in activities that lead to employment, enhancing their skills and education, maintaining and/or advancing their careers, and help custodial parents to secure child support payments.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Clients whom HRA helped obtain employment (000)	78.7	76.8	78.7	*	*	25.8	27.7
★ Percent of HRA clients whom HRA helped obtain employment compared to monthly goal (Calendar year-to-date) (%)	95.4%	99.0%	95.1%	*	*	100.7%	96.2%
Cash assistance cases with an adult head of household who is temporarily or permanently unable to engage in any work or work-related activity (%)	57.0%	56.6%	55.2%	*	*	56.1%	55.4%
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) (%)	62.0%	59.0%	59.9%	50.0%	50.0%	59.8%	61.7%
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	32.3%	35.6%	35.2%	50.0%	50.0%	NA	NA
Cash assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	56.1%	53.7%	52.8%	*	*	52.3%	54.9%
Safety net assistance (SNA) single cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	66.8%	65.6%	64.6%	*	*	64.4%	67.2%
Cash assistance cases that retained employment income 180 days after being placed in a job (Calendar year-to-date average) (%)	80.3%	80.4%	80.0%	75.0%	75.0%	80.8%	80.1%
★ Cash assistance cases that remained closed for 180 days due to employment (Calendar year-to-date average) (%)	79.8%	80.3%	80.7%	75.0%	75.0%	81.0%	81.4%
Child support collected (\$ million)	\$671.3	\$686.4	\$718.3	\$732.7	\$732.7	\$235.1	\$243.5
★ Current obligations collected (%)	70.4%	69.3%	69.1%	69.0%	69.0%	67.5%	78.6%
★ Child support cases with orders of support (%)	76.2%	70.5%	69.7%	73.0%	73.0%	70.5%	70.1%

★ Critical Indicator "NA" - means Not Available in this report

- ✓ Provide cash assistance, food stamps and/or public health insurance to eligible individuals and families, and help expand access to private and public health insurance.

Performance Statistics	A c t u a l			T a r g e t		4-Month Actual	4-Month Actual
	FY09	FY10	FY11	Updated			
	FY09	FY10	FY11	FY12	FY13	FY11	FY12
Persons receiving Cash Assistance (000)	346.1	346.3	355.6	*	*	352.8	352.4
★ Cash assistance application timeliness rate (%)	88.9%	91.9%	90.8%	*	*	88.8%	93.1%
★ Cash assistance fair hearing win rate (%)	87.2%	87.9%	89.3%	*	*	88.3%	88.6%
Average annual administrative cost per Cash Assistance case (\$)	\$482.41	\$561.96	\$436.41	*	*	NA	NA
Persons receiving food stamps (000)	1,502.4	1,731.9	1,830.9	*	*	1,789.7	1,832.7
- Non-cash assistance persons receiving food stamps (000)	860.1	1,071.0	1,159.1	*	*	1,121.6	1,167.7
- SSI persons receiving food stamps (000)	243.3	258.4	262.9	*	*	262.5	265.1
★ Food stamp estimated payment error rate (%)	6.68%	6.74%	4.37%	*	*	7.73%	NA
Public health insurance enrollees (000)	2,704.9	2,843.6	2,912.7	*	*	2,892.9	2,949.1
- Public health insurance Medicaid-only enrollees (000)	1,949.2	2,088.4	2,150.9	*	*	2,119.3	2,186.3
★ Client responses to public health insurance mailed renewal notices (%)	74.6%	74.6%	74.4%	*	*	73.6%	74.2%

★ Critical Indicator "NA" - means Not Available in this report



	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
★ Clients found eligible for public health insurance who responded to a mailed renewal notice (%)	95.4%	93.9%	92.7%	*	*	94.1%	90.7%
★ Public health insurance fair hearing win rate (%)	81.7%	84.6%	88.8%	*	*	88.3%	90.9%

★ Critical Indicator "NA" - means Not Available in this report

✓ **Provide necessary and appropriate support services to eligible vulnerable, frail and/or disabled residents.**

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
Cases receiving home care services	83,899	85,251	88,722	*	*	85,726	89,024
★ Average days to initiate home attendant and housekeeper services for all cases	NA	NA	NA	*	*	NA	41.0
★ Personal care services - average weekly billable hours	48.2	48.3	47.8	*	*	48.0	48.1
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Adult protective services (APS) assessment cases	3,236	3,405	2,668	*	*	3,412	2,873
Adult protective services (APS) cases eligible for services	6,171	5,889	6,428	*	*	6,002	6,201
★ Individuals referred to an adult protective services (APS) field office visited within three working days (%)	98.4%	98.9%	99.7%	85.0%	85.0%	99.6%	99.8%
Adult protective services (APS) assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	96.4%	98.4%	*	*	97.5%	99.7%
Individuals receiving HIV/AIDS services	31,289	32,119	32,618	*	*	32,366	32,889
★ 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	8.9	6.8	6.0	*	*	5.4	8.2
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	NA	17.5	16.6	*	*	16.5	19.0
HASA clients receiving ongoing enhanced housing benefits (%)	81.1%	80.7%	81.4%	*	*	81.1%	81.9%
Individuals and families at imminent risk diverted from becoming homeless (%)	92.2%	94.4%	90.1%	95.0%	95.0%	95.7%	95.3%
Total WeCARE cases	24,999	25,342	24,395	*	*	25,733	23,693
Number of WeCARE federal disability awards	6,419	7,128	6,305	*	*	2,202	1,962
Domestic violence non-residential services programs active caseload	3,263	2,901	2,849	*	*	2,795	3,009
Number of domestic violence emergency beds (capacity)	2,144	2,208	2,228	*	*	2,208	2,228
★ Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	62.2%	70.0%	79.8%	*	*	76.6%	83.4%

★ Critical Indicator "NA" - means Not Available in this report

✓ **Manage HRA's resources efficiently to ensure the Agency's capacity to serve its clients.**

	A c t u a l			T a r g e t		4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11	FY12	FY13		
<i>Performance Statistics</i>							
★ HRA human services contracts submitted to the Comptroller on time (%)	97.0%	61.0%	62.0%	*	*	NA	NA
★ Billed revenue as a percentage of budgeted revenue (%)	78.50%	78.21%	80.21%	*	*	14.40%	8.50%
★ Percentage of claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions)	NA	NA	\$219.1	*	*	\$53.4	\$65.5

★ Critical Indicator "NA" - means Not Available in this report



## Agency Customer Service

The Human Resources Administration provides service to its customers through its call centers, walk-in facilities, website and correspondence.

Indicator	HRA Jul-Oct FY11	Citywide Jul-Oct FY11	HRA Jul-Oct FY12	Citywide Jul-Oct FY12	HRA Change Jul-Oct FY11 to FY12	Citywide Change Jul-Oct FY11 to FY12
Average call wait time (min:sec)	5:30	1:38	4:05	1:47	-25%	10%
Average response time for email correspondence (days)	11	5	4	8	-64%	60%
Average response time for letters/mail correspondence (days)	10	11	9	9	-10%	-18%
Number of 311 inquiries (to MMR agencies)	155,456	2,467,532	123,541	2,245,344	-21%	-9%

## 311 Customer Service Center Inquiries

	Total Jul-Oct FY11	% of HRA Inquiries in Jul-Oct FY11	Rank in # of Calls in Jul-Oct FY11	Total Jul-Oct FY12	% of HRA Inquiries in Jul-Oct FY12	Rank in # of Calls in Jul-Oct FY12
Top HRA-related Inquiries						
Find a Food Stamp Center	20,336	13%	1	17,755	14%	1
Public Assistance or Welfare Information	19,401	12%	2	15,454	13%	2
Food Stamp Assistance	16,666	11%	3	15,109	12%	3
One Shot Deal - Short Term Emergency Assistance	9,142	6%	5	7,628	6%	4
Medicaid - Existing Applicant or Enrollee	13,574	9%	4	7,522	6%	5

## Agency Resources

Agency Resources	A c t u a l			September 2011 MMR FY12	Updated FY12 <sup>1</sup>	FY13 <sup>1</sup>	4-Month Actual FY11	4-Month Actual FY12
	FY09	FY10	FY11					
Expenditures (\$ millions) <sup>2</sup>	\$8,327.8	\$8,482.4	\$8,068.8	\$9,294.1	\$9,396.9	\$9,350.4	\$3,029.7	\$3,725.1
Revenues (\$ millions)	\$27.5	\$25.8	\$26.9	\$25.6	\$25.9	\$29.4	\$6.0	\$6.5
Personnel	14,114	14,019	13,840	14,659	14,685	14,510	14,044	13,872
Overtime paid (\$000)	\$28,231	\$19,445	\$21,945	*	*	*	\$7,132	\$4,779
Capital commitments (\$ millions)	\$11.7	\$11.4	\$23.7	\$23.7	\$73.4	\$21.3	\$0.1	\$4.6
Human services contract budget (\$ millions)	\$584.7	\$609.2	\$599.3	\$607.8	\$677.8	\$599.4	\$200.7	\$178.6
Work Experience Program (WEP) participants assigned	627	663	1,213	*	*	*	801	1,038

<sup>1</sup> January 2012 Financial Plan

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2012 budget.



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## Noteworthy Changes, Additions or Deletions

- Starting in calendar year 2011, HRA began reporting the total number of clients whom it assisted to find employment. In addition to reporting the unduplicated count of Cash Assistance recipients who obtain employment, the Agency has, for example, also been reporting in 2011 the number of single Food Stamp recipients who are able-bodied and without dependents (ABAWDs) and non-custodial parents with child support obligations who obtain employment. Therefore, the Agency has changed the name of two of its employment-related indicators to express this change. ‘Cash Assistance applicants and recipients placed into jobs (000)’ has been changed to ‘Clients whom HRA helped obtain employment (000)’ and ‘Percent of Cash Assistance applicants and recipients placed into jobs as compared to monthly goal (Calendar year-to-date) (%)’ has been changed to ‘Percent of HRA clients whom HRA helped obtain employment compared to a monthly goal (Calendar year-to-date) (%)’.
- HRA developed a new computerized tracking system that allows it to determine with more precision ‘Average days to initiate home attendant and housekeeper services for all cases,’ and began reporting from this tracking system in January of 2011. The data produced since January 2011 is not comparable to data produced before that time. Therefore, HRA will not compare this indicator to the previous fiscal year until the Fiscal 2013 Preliminary Mayor’s Management Report, at which point it will be able to compare similarly derived current data to the previous year’s data for the reporting period. The number of cases receiving home care increased by 3.8 percent as of October 2012, compared to October 2011.
- HRA has changed its method of calculating the indicator ‘Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$ millions).’ The new method counts actual dollars recovered through the efforts of the Medicaid Client Fraud Division (MCFD), rather than dollars identified for recovery. Funds collected through the MCFD are a component of the total calculation for this indicator. Data from the 2011 fiscal year is also being reported using this revised method. Data for this indicator prior to Fiscal 2011 cannot be recalculated using this new method; therefore, it is not comparable to Fiscal 2012 and Fiscal 2011 data.

For more information please visit the website at: [www.nyc.gov/hra](http://www.nyc.gov/hra)