

# 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 of the Finance Division on the  
Fiscal 2018 Preliminary Budget and the  
Fiscal 2017 Preliminary Mayor's Management Report for the  
**Human Resources Administration**  
March 27, 2017

## Finance Division

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Latonia McKinney, Director  
Regina Poreda Ryan, Deputy Director  
Nathan Toth, Deputy Director

Paul Scimone, Deputy Director  
Nameera Nuzhat, Financial Analyst  
Dohini Sompura, Unit Head

## Table of Contents

Human Resources Administration Overview.....	1
Fiscal 2018 Preliminary Budget Highlights .....	2
Financial Plan Summary.....	4
Revenue .....	6
Contract Budget.....	7
Council Initiatives.....	9
Program Areas .....	12
HIV and AIDS Services .....	12
Legal Services.....	15
Food Assistance Programs .....	17
Food Stamp Operations.....	19
Medicaid Eligibility and Administration.....	22
Medicaid and Homecare.....	24
Subsidized Employment and Job-Training.....	26
General Administration .....	27
Office of Child Support Enforcement .....	29
Adult Protective Services .....	31
CEO Evaluation.....	33
Domestic Violence Services .....	34
Employment Services Administration .....	36
Employment Services Contract.....	37
Public Assistance and Employment Administration.....	39
Public Assistance Grants.....	40
Public Assistance Support Grants .....	43
Home Energy Assistance.....	46
Information Technology Services .....	47
Investigations and Revenue Administration.....	48
Substance Abuse Services.....	50
Capital Program .....	51
Capital Budget Summary .....	51
Preliminary Capital Plan Highlights.....	51
Appendix A: Budget Actions in the November and the Preliminary Plans.....	53
Appendix B: HRA Reconciliation of Program Areas to Units of Appropriation .....	54

## Human Resources Administration Overview

The Human Resources Administration (HRA) or the Department of Social Services is the largest social services agency in the country, and provides economic support and social services to families and individuals for them to fight poverty and attain self-sufficiency. HRA helps over 3 million New Yorkers through the administration of more than 12 major public assistance programs including Cash Assistance (CA), the Supplemental Nutritional Assistance Program (SNAP), Medicaid and Child Support Services and provides essential benefits such as emergency food and rental assistance. HRA also provides educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, adult protective services, home care and programs for survivors of domestic violence.

HRA is in charge of administering various programs to prevent homelessness. Prevention efforts include offering anti-eviction, anti-harassment and civil legal services to low-income New Yorkers; expedited access to rental arrears benefits; and nine rental assistance programs collectively known as the Living in Communities (LINC) programs to help homeless families and adults to transition from shelter into permanent housing. HRA collaborates with the Department of Homeless Services (DHS) to implement the City's programs for homeless New Yorkers.

This report provides a review of HRA's Preliminary Budget for Fiscal 2018. In the first section, the highlights of the \$9.8 billion Fiscal 2018 expense budget are presented; the Fiscal 2017 initiatives funded by the Council are discussed followed by the potential impact of proposed State budget actions. The report then presents the Department's budget by program area and discusses budget initiatives included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor's Management Report for Fiscal 2017. This is followed by a review of HRA's proposed capital budget of \$189 million for Fiscal 2017-2021 and the Department's Ten-Year Capital Strategy for Fiscal 2018-2027. Finally, two appendices list the budget actions in the November and Preliminary Plans and show a reconciliation of program areas to units of appropriation in HRA's budget.

## Fiscal 2018 Preliminary Budget Highlights

The City's Preliminary Fiscal 2018 Budget is \$86.45 billion, \$2.57 billion more than the Fiscal 2017 Adopted Budget of \$83.88 billion. The Fiscal 2018 Preliminary Budget includes \$61.6 billion in City tax-levy funding and \$24.86 billion in non-City funds. HRA's Fiscal 2018 Preliminary Budget totals \$9.8 billion (including City and non-City funds), which represents approximately 11.3 percent of the City's overall proposed budget.

<b>Table 1: Human Resources Administration Expense Budget</b>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
<i>Dollars in Thousands</i>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
Personal Services	\$784,356	\$778,627	\$857,007	\$847,013	\$849,544	(\$7,463)
Other Than Personal Services	8,986,834	8,619,363	8,905,909	8,863,759	8,983,376	77,466
<b>TOTAL</b>	<b>\$9,771,190</b>	<b>\$9,397,990</b>	<b>\$9,762,916</b>	<b>\$9,710,771</b>	<b>\$9,832,919</b>	<b>\$70,003</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

As indicated by Table 1, HRA's Fiscal 2018 Preliminary Budget increases by \$70 million when compared to its Fiscal 2017 Adopted Budget. The majority of this increase can be attributed to Other Than Personal Services (OTPS) costs related to the social service programs, specifically additional funding for public assistance support grants and domestic violence services.

HRA's Personal Services (PS) funding in the Preliminary Plan decreases by \$7.4 million when compared to its Fiscal 2017 Adopted Budget. This contraction can be mostly attributed to a decrease in headcount for program operations because of HRA's Benefits Re-engineering Initiative, which is modernizing interaction with clients using technology. Additionally, as the enrollment of Medicaid is being undertaken through the NY State of Health online portal, the headcount associated with Medicaid Eligibility and Administration has been consistently decreasing since Fiscal 2015.

The Preliminary Plan introduced seven new needs and a variety of other adjustments to HRA's budget. The most significant actions are described below:

### New Needs

- **Subsidized Jobs for Job training program.** The Preliminary Plan includes \$2 million in Fiscal 2017 and \$3.3 million in Fiscal 2018 and outyears to support additional Job Training Program (JTP) positions in the Department of Citywide Administrative Services (DCAS) and the New York police Department (NYPD). For more information, please refer to page 28 of this report.
- **Public Engagement Unit.** In the Fiscal 2018 Preliminary Plan, HRA increases its outreach efforts by \$11.8 million in Fiscal 2017, and \$13.8 million in Fiscal 2018. An additional 80 new outreach positions will be added. For more information, please refer to page 29 of this report.
- **Senior Affordable Rental Apartments Program Transfer.** HRA's Fiscal 2018 Preliminary Budget transfers responsibility for the administration and oversight of affordable rental apartment program for low-income seniors from the Department for the Aging (DFTA) to HRA. HRA's budget grows by \$1.5 million in Fiscal 2017, and \$2.3 million in Fiscal 2018 for the program. For more information, please refer to page 45 of this report.

- **ActionNYC.** The Preliminary Plan includes \$1 million in Fiscal 2018 and in the outyears for the expansion of immigration legal services at hospitals under NYC Health and Hospitals. For more information, please refer to page 18 of this report.

### Citywide Savings Program

The City's Fiscal 2018 proposed budget once again includes a Citywide Savings Program, which reduces City spending by \$515 million in Fiscal 2017 and \$581 million in Fiscal 2018 and in the outyears. To develop this program, OMB asked all agencies to identify efficiencies, alternative funding sources and programmatic changes that would yield budgetary savings without reducing service levels. HRA savings included in the Plan total only \$49.6 million in Fiscal 2017, and \$14.5 million in Fiscal 2018. The majority of the savings are a result of one-time revenue adjustments. The proposed savings would have no impact on service levels. The HRA savings are described below:

- **One-Time Revenue Adjustment.** For Fiscal 2017, the Plan recognized a one-time federal revenue increase of \$42 million and a City tax-levy (CTL) reduction of the same amount. This revenue is from retroactively re-categorizing Safety Net Assistance (SNA) cases to Family Assistance (FA) cases. HRA was able to identify a group of clients who qualify for Family Assistance (FA) and as such, the federal government has retroactively adjusted the receivable related to those clients.
- **Vacancy Reduction.** HRA is eliminating 20 vacant positions agency-wide resulting in savings of \$392,000 in Fiscal 2017 and in the outyears.
- **Grant Diversion for Human Services Contracts.** HRA's budget reflects a savings of \$2.1 million in Fiscal 2018 and in the outyears from placing Cash Assistance clients into jobs with the HRA's human services contractors. State funding replaces CTL funding as Public Assistance clients get employment with the City's contractors.
- **Improved Reimbursement for Legal Services.** HRA is claiming federal Emergency Assistance to Families (EAF) reimbursement for anti-eviction legal services. Savings will amount to \$6.7 million in Fiscal 2017 and \$12 million in Fiscal 2018 and in the outyears through improved federal reimbursement for legal services.

## Financial Plan Summary

Table 2: HRA Financial Summary

*Dollars in Thousands*

	2015 Actual	2016 Actual	2017 Adopted	Preliminary Plan		*Difference
				2017	2018	2017 - 2018
<b>Budget by Program Area</b>						
HIV & AIDS Services	\$237,292	\$240,556	\$243,428	\$243,420	\$243,293	(\$135)
Legal Services	39,124	69,258	94,647	117,370	71,645	(23,002)
Food Assistance Programs	18,480	14,819	17,132	17,232	11,461	(5,671)
Food Stamp Operations	78,673	74,702	81,861	84,321	72,679	(9,182)
Medicaid-Eligibility & Admin	102,326	85,006	99,279	98,434	98,711	(568)
Medicaid & Homecare	6,378,405	5,963,435	5,947,715	5,947,715	5,947,715	0
Subsidized Employment & Job Training	93,066	98,649	109,473	113,718	113,722	4,249
General Administration	435,832	389,817	473,765	377,125	497,855	24,091
Office of Child Support Enforcement	69,819	66,441	63,777	65,277	63,877	100
Adult Protective Services	44,265	44,893	56,411	56,411	56,087	(324)
CEO Evaluation	5,855	3,769	8,139	5,730	947	(7,192)
Domestic Violence Services	103,005	109,889	131,523	132,273	149,496	17,973
Employment Services Administration	24,843	22,475	29,674	30,629	29,692	19
Employment Services Contracts	118,848	139,847	127,715	113,938	122,847	(4,868)
Public Assistance & Employment Admin	226,956	237,749	253,369	252,869	243,481	(9,888)
Public Assistance Grants	1,493,271	1,473,354	1,584,062	1,584,367	1,594,496	10,433
Public Assistance Support Grants	37,396	104,366	186,711	214,212	256,561	69,849
Home Energy Assistance	42,121	40,367	23,669	25,487	23,669	0
Information Technology Services	85,567	85,255	77,120	78,796	81,236	4,116
Investigation & Revenue Admin	80,460	78,669	82,242	82,242	82,245	3
Substance Abuse Services	55,587	54,674	71,204	69,204	71,204	0
<b>TOTAL</b>	<b>\$9,771,190</b>	<b>\$9,397,990</b>	<b>\$9,762,916</b>	<b>\$9,710,771</b>	<b>\$9,832,919</b>	<b>\$70,003</b>
<b>Funding</b>						
City Funds	\$7,681,477	\$7,367,844	\$7,478,874	\$7,328,577	\$7,521,881	\$43,006
Other Categorical	276	140	0	0	0	0
State	557,256	570,621	700,654	719,182	714,000	13,345
Federal - Community Development	72,794	24,475	0	5,581	0	0
Federal - Other	1,449,159	1,424,722	1,572,558	1,647,684	1,586,225	13,667
Intra City	10,228	10,188	10,830	9,747	10,814	(16)
<b>TOTAL</b>	<b>\$9,771,190</b>	<b>\$9,397,990</b>	<b>\$9,762,916</b>	<b>\$9,710,771</b>	<b>\$9,832,919</b>	<b>\$70,003</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	13,487	13,264	15,010	15,084	14,699	(311)
Full-Time Positions - Equivalent	203	137	7	6	6	(1)
<b>TOTAL</b>	<b>13,690</b>	<b>13,401</b>	<b>15,017</b>	<b>15,090</b>	<b>14,705</b>	<b>(312)</b>

\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

HRA's Fiscal 2018 Preliminary Budget totals \$9.83 billion, an increase of \$70 million when compared to its Fiscal 2017 Adopted Budget. The largest area of expenditures for the agency is for Medicare and Homecare services, which totals approximately \$5.9 billion in Fiscal 2018, or 60 percent of HRA's total budget. New York is one of the only states in the nation that requires counties to reimburse the State for a portion of its Medicaid costs. The State mandates that localities pay for 25 percent of the cost of acute health care services and nine percent of the cost of long-term health care services. The Preliminary Plan did not introduce any adjustment to the Medicaid budget. As the administrator of the City's major public benefits programs, HRA's expense budget also reflects significant spending in public assistance grants, HIV and AIDS services (HASA), and employment services. Public Assistance grants are the second largest area of spending for HRA.

Changes to the Fiscal 2017 Budget introduced in the Preliminary Plan include \$15.6 million in new needs, of which, \$15.2 million is CTL and \$2.1 million in other adjustments. Since the Adoption of the Fiscal 2017 Budget, other adjustments decreased HRA's Fiscal 2017 Budget by \$67.8 million. This was due to the DHS restructuring as a result of the 90-day review. DHS headcount that was prematurely put in HRA's Fiscal 2017 Executive Budget was shifted back to DHS in the November Plan.

HRA's Preliminary Budget grows by \$22 million in Fiscal 2018 compared to Fiscal 2017 Adopted plan for Fiscal 2018. Funding for new needs totals \$20 million, of which \$19.6 million is CTL, and \$1.5 million in other adjustments. The majority of the funding for new needs in Fiscal 2018 supports the creation of jobs for clients on public assistance and for outreach and public engagement related to various HRA programs i.e. rent protection, domestic violence prevention and education, health insurance and access to mental health services. See Appendix 1 for a list of changes introduced in the November and Preliminary Financial Plans.

The majority of funding for HRA is CTL; approximately 77 percent of HRA's Fiscal 2017 funding is from City funds. When compared to its Fiscal 2017 Adopted Budget, HRA's City funding for Fiscal 2018 increases by \$43 million, or about .65 percent. The main drivers for this increase is funding for supportive housing as well as shift in Homeless Prevention programs to HRA from DHS. Most homeless prevention programs like rental assistance are now managed by HRA rather than DHS, following the restructuring of DHS last year. For more information, please refer to pages 29 and 45 of this report.

HRA's State funding increases by \$13.3 million in Fiscal 2018 when compared to the Fiscal 2017 Adopted Budget. This increase is primarily due to the increase in State Safety-Net Assistance (SNA) funding that supports public assistance programs.

Federal funding increases by \$13.6 million when comparing the Fiscal 2018 Preliminary Budget to the Fiscal 2017 Adopted Budget. This increase results from a re-estimate of the Temporary Assistance for Needy Families (TANF) grants funding for legal services and domestic violence services.

HRA's Fiscal 2018 headcount totals 14,705 full-time and full-time equivalent positions. For Fiscal 2018, HRA's overall headcount decreases by 312 positions, of which 311 are full-time civilian positions, and one is a full-time equivalent position. The decrease in headcount is primarily due to HRA's Benefits Re-engineering Initiative, which redesigns business processes to modernize HRA's interaction with clients and maintains high levels of program integrity through the use of modern technology. As the agency transitions to online applications and client interactions, the reliance on staff to process applications and other client facing activities decreases. The program areas primarily impacted by a decrease in headcount in Fiscal 2018 are Food Stamp Operations and Medicaid Eligibility and Administration.

## Revenue

Approximately 23 percent of HRA's Fiscal 2018 Preliminary Budget is funded by State and federal sources. In Fiscal 2018 non-City Revenues total \$1.58 billion and \$713 million in Federal and State respectively. Public assistance grants receive the bulk of federal and State funding and is also HRA's largest program area.

### Federal Revenues

Approximately 16 percent of HRA's spending in the Fiscal 2018 Preliminary Budget is supported by federal revenue.

**Table 3: HRA Federal Revenue Budget Overview**

*Dollars in Thousands*

Revenue Sources	2017 Adopted	Preliminary Plan		*Difference 2017 - 2018
		2017	2018	
Child Support Administration	\$58,011	\$58,829	\$58,302	\$291
Community Development-Disaster Recovery	0	\$5,581	0	0
Temporary Assistance for Needy Families (TANF)	975,481	1,011,813	995,823	20,342
Food Stamp/Supplemental Nutrition Assistance Program	184,057	184,150	177,852	(6,205)
Housing Opportunities For People with AIDS	35,207	35,207	35,207	0
Low-Income Home Energy Assistance	23,200	25,019	23,200	0
Medical Assistance Program	227,415	263,481	226,657	(758)
Refugee and Entrant Assistance	480	480	480	0
Special Projects	19,427	19,427	19,427	0
Title XX Social Services Block Grant	47,317	47,317	47,317	0
Training	1,962	1,960	1,959	(3)
<b>TOTAL</b>	<b>\$1,572,557</b>	<b>\$1,653,264</b>	<b>\$1,586,225</b>	<b>\$13,667</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The majority of HRA's federal funding for Fiscal 2018 comes from three funding streams: Temporary Assistance for Needy Families (TANF); the Medical Assistance Program; and Food Stamp/Supplemental Nutrition Assistance Program (SNAP). TANF funding is applied towards cash assistance for needy families that include a minor child living with a parent (including families where both parents are in the household) or a caretaker relative. The Medical Assistance Program supports costs related to Medicaid, public assistance and employment services, domestic violence services, substance abuse services, and adult protective services.

Federal funding in the Fiscal 2018 Preliminary Budget increases by \$13.6 million compared to the Fiscal 2017 Adopted Budget. While federal Food Stamp/SNAP funding and Medical Assistance funding continues to decline in Fiscal 2018 for the administration of SNAP and Medicaid respectively, federal funding from TANF increases by \$20 million for Domestic Violence Services and legal services which are tied to new needs. There was also a one-time adjustment of \$42 million. HRA was able to claim receivables related to cases qualified under Temporary Assistance for Needy Families (TANF) guidelines that were previously categorized as State-funded Safety Net Assistance cases.

### State Revenues

State revenue supports approximately seven percent of HRA's spending proposed in the Fiscal 2018 Preliminary Budget.



**Table 4: HRA State Revenue Budget Overview***Dollars in Thousands*

Revenue Sources	2017 Adopted	Preliminary Plan		*Difference 2017 - 2018
		2017	2018	
Administration	\$19,314	\$21,314	\$22,419	\$3,105
Child Support Administration	\$0	\$0	\$0	0
Emergency Assistance for Adults	15,228	15,228	15,264	36
Guide Dogs	106	106	106	0
Medicaid Health and Medical Care	66,393	66,393	66,398	6
Medical Assistance Administration	202,004	199,715	201,591	(413)
Protective Services	39,121	39,214	41,171	2,049
Safety Net	280,709	299,432	289,168	8,459
Training	2,445	2,445	2,445	0
Welfare to Work	232	232	232	0
Work Now	75,103	75,103	75,205	103
<b>TOTAL</b>	<b>\$700,654</b>	<b>\$719,182</b>	<b>\$713,999</b>	<b>\$13,345</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

HRA's main sources of State funding are the Safety Net Assistance (SNA) revenue and the Medical Assistance Administration aid. SNA funding is applied to public assistance cases for single individuals without children and families who have already received cash assistance for 60 months through TANF. SNA funding for Fiscal 2018 totals \$289 million, an increase of \$8.4 million when compared to Fiscal 2017. This increase is attributed to more clients being eligible for public assistance through SNA, along with small increases for HIV/AIDS services and Domestic Violence Services.

### 2017-2018 State Executive Budget Highlights

The New York State Executive Budget 2017-2018 includes a proposal to fund supportive housing, rental assistance, and homeless shelter operations. HRA's Fiscal 2018 Preliminary Budget does not reflect this proposal, and it remains unclear how much of the proposed funding increase would be available to New York City.

- **Supportive Housing.** The State proposes to invest \$20 billion in a comprehensive, five-year plan for affordable and homeless housing. The program will create or preserve 100,000 new affordable housing units and 6,000 supportive housing units throughout the state. Funding includes \$3.5 billion in capital resources, \$8.6 billion in State and federal tax credits and other allocations, and \$8 billion to support the operation of shelters and supportive housing units and to provide rental subsidies. The State Budget proposes to fully appropriate the remaining resources needed. It is still unclear how much of the total State allocation would go toward New York City.

### Contract Budget

The City's Contract Budget totals \$14.4 billion in Fiscal 2018, a decrease of \$604.9 million, or four percent when compared to the Fiscal 2017 Adopted Budget of \$14.99 billion. HRA's Contract Budget for Fiscal 2018 totals \$627 million. HRA's Fiscal 2018 Preliminary Budget reflects 1,227 contracts. The number of contracts and the total contract value remains relatively unchanged when comparing Fiscal 2018 to Fiscal 2017. This small decrease in the contract budget is the result of the net impact of contracts related to data processing and communication decreasing.

The largest types of contractual spending are for AIDS services with 72 contracts totaling \$164 million, employment services with 74 contracts totaling \$146 million and Homecare services with 118 contracts totaling \$91 million.

**Table 5: HRA Fiscal 2018 Preliminary Contract Budget***Dollars in Thousands*

<b>Category</b>	<b>Fiscal 2017 Adopted</b>	<b>Number of Contracts</b>	<b>Fiscal 2018 Preliminary</b>	<b>Number of Contracts</b>
AIDS Services	\$163,750	72	\$163,750	72
Bank Charges - Public Assistance Accounts	124	4	124	4
Cleaning Services	8,876	101	8,876	101
Contractual Services - General	12,228	87	12,736	85
Data Processing Equipment Maintenance	19,988	52	18,652	52
Employment Services	149,695	74	146,246	74
Home Care Services	90,903	118	90,903	118
Homeless Family Services	89,014	122	93,833	80
Homeless Individual Services	0	0	0	0
Maintenance and Repairs - General	1,505	101	1,504	101
Maintenance and Repairs - Motor Vehicle Equip	2	1	2	1
Non-Grant Charges	11,042	64	11,042	64
Office Equipment Maintenance	3,151	165	3,152	165
Printing Services	453	46	453	46
Prof. Services - Accounting Services	35	8	35	8
Prof. Services - Computer Services	14,100	7	13,702	7
Prof. Services - Engineering and Architectural Services	702	7	702	7
Prof. Services - Legal Services	287	6	287	6
Prof. Services - Other	8,106	20	1,245	20
Protective Services For Adults	23,149	10	23,423	10
Security Services	24,229	103	24,228	103
Social Services General	0	0	0	0
Telecommunications Maintenance	4,035	52	4,034	52
Temporary Services	4,742	9	4,741	9
Training Program for City Employees	562	21	562	21
Transportation Services	2,662	21	2,662	21
<b>TOTAL</b>	<b>\$633,338</b>	<b>1,271</b>	<b>\$626,893</b>	<b>1,227</b>

## Council Initiatives

**Table 6: Fiscal 2017 Council Changes at Adoption**  
*Dollars in Thousands*

Food Access and Benefits	\$725
Supportive Alternatives to Violent Encounters (SAVE)	350
Immigrant Opportunities Initiative	2576
Unaccompanied Minors and Families	1,500
New York Family Immigrant Unity Project	6,477
Anti-Eviction and Housing Court Resources	5000
Legal Services for Low-Income New Yorkers	4,750
Legal Services for the Working Poor	2,405
Homeless Prevention Fund	820
Homeless Prevention Services for Veterans	300
Legal Services for Veterans	350
Foster Youth Transitional Care	500
HRA Teen RAPP	250
Gender Equity Liaisons	100
Local*	1,858
<b>TOTAL</b>	<b>\$27,961</b>

*\*Includes Speaker's Initiatives, Anti-Poverty Initiatives and others*

### Food Assistance

- **Food Pantries and Technical Assistance.** The City Council continues to enhance HRA's emergency food programs by allocating funding to support food pantries across the City. To ensure that hungry New Yorkers have continued access to emergency food programs in Fiscal 2017, \$275,000 was allocated for the direct purchase of food and for capacity expansion efforts at Emergency Food Assistance Program (EFAP) food pantries via Food Bank for New York City. A total of \$200,000 supported food stamp enrollment at food pantries, soup kitchens, and other appropriate locations. Since Fiscal 2012, the Council has supported the Food Bank for New York City's EITC Assistance Program, which provides assessments of refundable federal income tax credit for low-income working individuals and families, via its free income tax preparation services. In Fiscal 2017, a total of \$250,000 supported Food Bank's EITC Assistance Program.

### Domestic Violence Services

- **Supportive Alternatives to Violent Encounters (SAVE).** The SAVE Initiative supports community-based organizations that provide prevention, legal representation, counseling, advocacy, referrals, programming, training and domestic violence related services across the City. Groups funded include Her Justice, Safe Horizon, and Sanctuary for Families.

### Housing Services

- **Anti-Eviction and Housing Court Resources.** This initiative supports anti-eviction education and referral services at the City's housing courts and funds various anti-eviction legal services groups to provide counseling and/or full legal representation for tenants seeking assistance in Housing Court. Nine legal service groups that provide anti-eviction legal services are funded.

## Immigrant Services

- **Immigrant Opportunities Initiative (IOI).** The Council allocated \$2.6 million in Fiscal 2017 for the Immigrant Opportunities Initiative. First funded in Fiscal 2002, this initiative assists immigrant adults in gaining access to critical information and resources, in addition to strengthening their participation in the democratic process. Specifically, this initiative provides funding for legal services for recent immigrants to assist with applications for citizenship or permanent residency, and various other immigrant related legal services.
- **Unaccompanied Minor Children.** A total of \$1.5 million supports this initiative, which focuses primarily on increasing access to counsel for children in removal proceedings. The funded organizations provide direct representation, leverage high quality pro bono representation, and offer social services to children appearing on the Juvenile and Surge Dockets in New York Immigration Court to ensure due process for minors who are struggling to maneuver the immigration system alone. To date, of the 1,029 cases the initiative partners have accepted for representation, 110 cases have been concluded successfully, 61 children have been granted asylum and 29 children have obtained lawful permanent residency through Special Immigrant Juvenile Status (SIJS).
- **New York Immigrant Family Unity Project.** Launched by the City Council in Fiscal 2014, the New York Immigrant Family Unity Project (NYIFUP) is the nation's first government-funded legal representation program for detained immigrants. NYIFUP 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.

## Legal Services

- **Legal Services for Low-Income New Yorkers.** Legal Services for Low-Income New Yorkers supports three legal service providers to provide 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. The program provides full legal representation for cases that include unemployment insurance, supplemental security income, consumer/finance, education, employment, family, juvenile, health, housing, income maintenance, individual rights and miscellaneous benefits.
- **Legal Services for the Working Poor.** This initiative supports civil legal services for the working poor, including legal representation in civil matters such as eviction, foreclosure, improvement of living conditions, removal of hazardous housing conditions, housing code enforcement actions, emergency grants to prevent homelessness, disability benefits, immigration assistance, workplace abuses, consumer protections from creditors and domestic violence. Groups funded under this initiative include, Asian Americans For Equality Inc., CAMBA, Inc., Brooklyn Legal Services Corp A, Housing Conservation Coordinators, MFY Legal Services, Northern Manhattan Improvement Corporation, and Urban Justice Center.

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## Homeless Services

- **Citywide Homeless Prevention Fund.** In Fiscal 2017, the City Council provided \$820,000 for the Citywide Homeless Prevention Fund initiative. The program provides emergency grants to families in crisis at risk of eviction in order to keep them in their homes and avoid the shelter system. Funding is provided to the Coalition for the Homeless, Community Service Society, and the Bridge Fund.

## Veteran Services

- **Legal Services for Veterans.** In Fiscal 2017, \$350,000 was allocated to New York Legal Assistance Group, Inc. (NYLAG) and Legal Services NYC (LSNYC) to provide legal services for NYC Veterans on a broad range of matters which include, family law, housing, public benefits, healthcare and homecare, financial planning, and consumer protection.
- **Homeless Prevention Services for Veterans.** In Fiscal 2017, \$300,000 was allocated to project Renewal Inc. to provide homeless prevention services to NYC veterans through Project Renewal's Culinary Arts Training Program (CATP). CATP offers six months of classroom and internship training in the food service industry to formerly homeless adults with a history of addiction.

## Young Women's Initiative

- **Foster Youth Transitional Care.** In Fiscal 2017 the Council allocated \$500,000 to support a program for youth aging out of foster care in New York City. The program will provide case management and refer clients to stable housing, employment and job training. Four community based organizations namely Forestdale, Inc., Graham Windham, Sheltering Arms Children and Family Services, Inc., The Children's Aid Society and Children's Services, Inc. will be providing these services, while the Jewish Board of Family will develop a toolkit that will inform service providers going forward.
- **Teen RAPP Enhancement.** In Fiscal 2017, the Council allocated \$500,000 to expand HRA's Teen Relationship Abuse Prevention Program (RAPP). This school-based program works with public high school and middle school students to develop healthier relationships through classes, intervention counseling, training and outreach. Teen RAPP programs operate in 79 high schools and eight middle schools. Edwin Gould Services for Children and Families is the designated community based organizations.
- **Gender Equity Liaisons.** This allocation of \$100,000 funds a Gender Equity Liaison position at HRA. The Gender Equity Liaison measures, evaluates, and reports on current agency services and programs to ensure that they are meeting the needs of the most underserved groups of cisgender and transgender women, and guide agency policies and programs to ensure gender equity.

## Program Areas

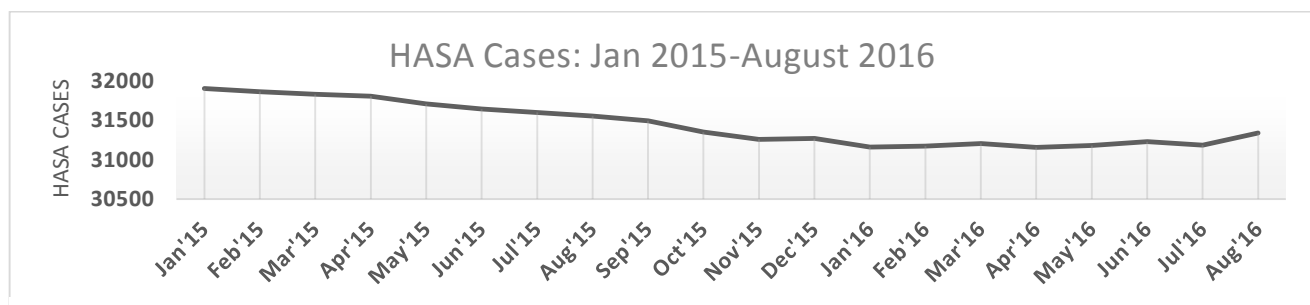
HRA is divided into 21 programs that provide services and assistance related to public health insurance, domestic violence, HIV and AIDS, food and nutrition, income supplement, rental assistance, employment services and others subject to income or other eligibility depending on the program. This section discusses HRA's budget by individual programs.

### HIV and AIDS Services

The HIV/AIDS Services Administration (HASA) expedites access to essential benefits and social services for persons living with AIDS or advanced HIV illnesses and their families. HASA offers a range of services to eligible New Yorkers including needs assessment; assistance with Social Security Income (SSI)/ Social Security Disability Insurance (SSDI) applications; direct linkages to public assistance, Medicaid, food stamps, homecare, and homemaking services and ongoing intensive case management, including the development of permanency plans for families. It also provides 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 client's choice to work; and referrals to community-based resources for a variety of additional services, including housing placement. According to HRA, more than 90 percent of HASA clients receive Medicaid and Supplemental Nutrition Assistance Program (SNAP) benefits and State-funded cash assistance.

Eligible HASA clients may receive up to \$376 in cash assistance and \$193 in SNAP assistance monthly. In addition, public assistance for HASA clients with no income includes a monthly rental allowance of \$480 per month for the first HASA-eligible person in the household and up to \$330 per month for each additional member of the household. However, because the cost of renting in New York City is very high, HASA approves enhanced allowances so that HASA clients pay no more than 30 percent of their income towards their rent. 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. New York City Housing Authority (NYCHA) apartments or rental assistance for private market apartments.

In January 2017, there were approximately 32,423 HASA cases, which is 4 percent more than the 31,160 cases in January 2016. To qualify for HASA services an applicant must be HIV positive and meet income requirements. Prior to August 2016, HASA clients were required to have symptomatic HIV illness or an AIDS diagnosis. The changed eligibility guidelines resulted in approximately 1,300 additional clients now receiving HASA services.



Source: NYC Open Data

<b>Table 7: HIV and AIDS Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$55,472	\$57,861	\$60,665	\$60,667	\$60,938	\$273
Overtime - Civilian	1,100	1,123	661	661	661	0
Unsalaries	47	48	0	0	0	0
Additional Gross Pay	10,014	7,446	531	531	531	0
Fringe Benefits	0	0	1	1	1	0
<b>Subtotal</b>	<b>\$66,633</b>	<b>\$66,478</b>	<b>\$61,858</b>	<b>\$61,860</b>	<b>\$62,131</b>	<b>\$273</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$132,563	\$129,877	\$164,332	\$150,568	\$164,332	\$0
Other Services & Charges	0	0	685	444	277	(408)
Property & Equipment	10	11	110	110	110	0
Social Services	38,083	44,189	16,423	30,423	16,423	0
Supplies & Materials	2	1	20	15	20	0
<b>Subtotal</b>	<b>\$170,659</b>	<b>\$174,078</b>	<b>\$181,570</b>	<b>\$181,560</b>	<b>\$181,162</b>	<b>(\$408)</b>
<b>TOTAL</b>	<b>\$237,292</b>	<b>\$240,556</b>	<b>\$243,428</b>	<b>\$243,420</b>	<b>\$243,293</b>	<b>(\$135)</b>
<b>Funding</b>						
City Funds			\$111,717	\$111,708	\$111,401	(\$316)
Federal - Other			79,868	79,869	79,604	(264)
State			51,843	51,843	52,287	445
<b>TOTAL</b>	<b>\$237,292</b>	<b>\$240,556</b>	<b>\$243,428</b>	<b>\$243,420</b>	<b>\$243,293</b>	<b>(\$135)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,238	1,245	1,322	1,322	1,326	4
<b>TOTAL</b>	<b>1,238</b>	<b>1,245</b>	<b>1,322</b>	<b>1,322</b>	<b>1,326</b>	<b>4</b>

\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The proposed budget for HASA in Fiscal 2017 totals \$243.2 million, a marginal decrease of \$135,000 when compared to the Fiscal 2017 Adopted Budget. The decrease is the net impact of an increase in full-time personnel and an adjustment in HASA contracts.

## Issues and concerns

- HASA Expansion.** In August 2016, HRA rolled out a HASA services expansion to individuals with HIV that are asymptomatic. The plan combines social services with enhanced medical services to reduce the number of new infections and draws upon recommendations from New York State's Ending the Epidemic Task Force Blueprint. HRA estimated that an additional 7,300 New Yorkers living with AIDS would be eligible for HASA and funding for this proposal would total \$52.5 million in Fiscal 2017, with costs divided evenly between the City and State, and \$64.2 million in Fiscal 2018 with funding evenly divided as well. While HRA has started implementation of the expansion, the State has not committed to any financial support. As such, there is risk of additional financial pressure on the City when the bulk of estimated new clients start claiming services and benefits in Fiscal 2018.

## HASA Performance Measures

Table 8: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
New applicants for HASA services	5,385	5,033	5,045	*	*	1,735	2,440
Individuals receiving HASA services	32,288	32,110	31,693	*	*	31,835	32,616
HASA clients receiving ongoing enhanced housing benefits (%)	84%	84.7%	84.3%	*	*	83.9%	82.5%
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	8.4	7.6	7	8	8	7.4	6.6
Average number of days from submission of a completed application to issue enhanced housing benefits to HASA clients	14.1	14.2	16.3	15.5	15.5	15.2	16.3

Source: Preliminary Mayor's Management Report

As indicated by the table above, during the first four months of Fiscal 2017 there were about 2,440 new applications compared to 1,735 in 2016. The number of individuals actually receiving HASA services had also gone up compared to 2016. This outcome is consistent with the expansion of services to all low-income individuals with HIV. It took about a half-day less to issue ongoing enhanced benefits to eligible clients who had submitted a completed application when compared to last year. It took about one day longer, however, to issue ongoing enhanced housing benefits to eligible clients who had submitted a completed application. The additional time to issue these benefits was due to the increase in applications compared to the first four months in Fiscal 2016. HASA has hired additional staff to serve the increased caseload that resulted from the new eligibility criteria and processing times are expected to improve.



## Legal Services

In 2016, HRA established an Office of Civil Justice as required by Local Law 736-A. This office oversees the provision of free or low-cost legal services to low-income New Yorkers. The Office manages contracts for legal services including advice and representation related to housing, immigration, domestic violence, securing federal benefits, and a range of other legal matters.

As requested by the City Council, HRA recently created a new legal services unit of appropriation (U/A) and budget function program area in an effort to provide transparency for legal services funding. Previously, legal services funding was allocated across multiple program areas in HRA's budget. This program area includes only the Office's planned spending on contracts for legal services; personnel services spending is not included in this program area. HRA's budget should be further revised to include a PS unit of appropriation for Legal Services and a complete program area section in the budget function analysis.

<b>Table 9: Legal Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services - Social Services	\$38,854	\$66,084	\$94,238	\$110,822	\$71,645	(\$22,593)
Other Services & Charges	270	3,174	0	6,548	0	0
Supplies & Materials	0	0	409	0	0	(409)
<b>TOTAL</b>	<b>\$39,124</b>	<b>\$69,258</b>	<b>\$94,647</b>	<b>\$117,370</b>	<b>\$71,645</b>	<b>(\$23,002)</b>
<b>Funding</b>						
City Funds			\$80,183	\$97,211	\$45,176	(\$35,007)
Federal - Other			10,199	16,961	22,204	12,005
Intra City			4,265	3,198	4,265	0
<b>TOTAL</b>	<b>\$39,124</b>	<b>\$69,258</b>	<b>\$94,647</b>	<b>\$117,370</b>	<b>\$71,645</b>	<b>(\$23,002)</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Fiscal 2018 Preliminary Budget for legal services totals \$71.6 million, all of which funds contractual services through 77 contracts. The Fiscal 2017 Adopted Budget totaled \$62.7 million, and City Council initiatives totaling approximately \$23 million for 40 contracts. The difference between the Preliminary Fiscal Budget 2018 and Adopted Fiscal Budget 2017 illustrated above reflects the City Council allocations. The Preliminary Budget increases legal services funding by \$8 million in Fiscal 2018 to support legal services. For more information on the legal services programs citywide please refer to the Fiscal 2018 preliminary Budget committee report for Committee on Courts and Legal Services here:

<http://legistar.council.nyc.gov/View.ashx?M=AO&ID=41571&GUID=697e2127-ef82-4ed1-806b-53e17507063e&N=Q29tbWl0dGVlIFJlcG9ydCAtlENvdXJ0cyBhbmQgTGvYnYWwgU2VydmljZXM%3d>

## Financial Plan Actions

- **Action NYC.** The Fiscal 2018 Preliminary Plan includes \$1 million in CTL for Fiscal 2018 and in the outyears for the expansion of immigration legal services at hospitals operating under NYC Health and Hospitals. ActionNYC was launched in 2016 and works to connect New Yorkers to free, safe immigration legal help across all five boroughs.

- Right to Counsel for Tenants Facing Eviction.** In February 2017, the Administration announced a plan to offer all low income New Yorkers with cases in Housing Court legal advice or representation. In Fiscal 2018, \$15 million will fund legal services for all tenants facing evictions in housing court. New Yorkers who earn less than \$50,000 a year would be guaranteed free legal representation while battling their landlord in court. Those earning more would be offered free legal counsel. Funding for the program will be phased in over the next five years for a total of \$155 million by 2022. In Fiscal 2018, the increased funding will be distributed among the 15 existing legal providers in all five boroughs. The City estimates an additional 400,000 New Yorkers each year will qualify for legal help in the Housing Court.

### Legal Services Performance Measures

Table 10: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	*	8900	11837	*	*	2747	4794

Source: Preliminary Mayor's Management Report

As indicated by the table above, low-income cases facing eviction and homelessness who were assisted with legal service in Housing Court increased by 74 percent or 2,047 cases in the first four months of Fiscal 2017 when compared to the same time period in Fiscal 2016. The expansion of legal services programs for low-income tenants facing eviction, displacement and harassment contributed this increase in assistance to low-income households facing eviction and homelessness.

## Food Assistance Programs

The Emergency Food Assistance Program (EFAP) provides nutrition education, food stamp outreach, and supplies food throughout the City's network of pantries. In Fiscal 2016, EFAP funded the distribution of more than 12.2 million pounds of food to over 495 soup kitchens and food pantries throughout the City.

According to the 2016 Food Metrics Report published by the Mayor's Office of Food Policy, 1.37 million New Yorkers, 16.4 percent of New York's population, were food insecure at some point during 2014, including nearly one in five children. In 2014, New York City families missed 242 million meals. The Food Bank for New York City estimates 1.4 million New York City residents rely on emergency food programs, including soup kitchens and food pantries each year.

<b>Table 11: Food Assistance Programs</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$189	\$241	\$0	\$0	\$0	\$0
Additional Gross Pay	3	0	0	0	0	0
<b>Subtotal</b>	<b>\$192</b>	<b>\$241</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$10,042	\$3,426	\$3,945	\$3,990	\$3,220	(\$725)
Fixed & Misc. Charges	7	0	0	0	0	0
Other Services & Charges	0	0	46	0	0	(46)
Supplies & Materials	8,238	11,152	13,142	13,242	8,242	(4,900)
<b>Subtotal</b>	<b>\$18,288</b>	<b>\$14,578</b>	<b>\$17,132</b>	<b>\$17,232</b>	<b>\$11,461</b>	<b>(5,671)</b>
<b>TOTAL</b>	<b>\$18,480</b>	<b>\$14,819</b>	<b>\$17,132</b>	<b>\$17,232</b>	<b>\$11,461</b>	<b>(\$5,671)</b>
<b>Funding</b>						
City Funds			\$14,244	\$14,244	\$8,573	(\$5,671)
Federal - Other			2,888	2,988	2,888	0
<b>TOTAL</b>	<b>\$18,480</b>	<b>\$14,819</b>	<b>\$17,132</b>	<b>\$17,232</b>	<b>\$11,461</b>	<b>(\$5,671)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	2	2	0	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for food assistance programs in Fiscal 2018 is \$11.4 million, approximately \$4.9 million less than the Fiscal 2017 Adopted Budget. The majority of the decrease in funding can be attributed to \$4.9 million in one-time additional funding that the Administration added for food procurement for Fiscal 2017 that was not baselined.

## Issues and Concerns

- Strain on Food Pantries.** Federal cuts in 2010 reduced monthly SNAP benefits, on average, by \$18, which led more New Yorkers to rely on EFAP and thus created a strain on emergency food pantries across the City. Pantries have been inundated with people in need of food once their monthly SNAP benefits have run out. Food pantries report that monthly resources are being depleted quicker and earlier when compared to before the reductions in SNAP benefits. Total funding of \$22 million is being requested by food advocates and other stakeholders to support EFAP pantries in the City to accommodate the growing demand. Although the Administration recognized the increase need in Fiscal 2017, there is a need to not only baseline this additional funding, but increase the overall funding for EFAP.

- **Supplemental Nutrition Assistance Program (SNAP) Cuts for Able-Bodied Adults Without Dependents (ABAWD).** The Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA) limits the receipt of SNAP benefits to 3 months in a 36-month period for able-bodied adults without dependents (ABAWDs) who are not working at least 80 hours per month, participating in qualifying education and training activities at least 80 hours per month, or complying with a workfare program. New York State was under a waiver to this rule due to a economic downturn, which expired in 2016. While New York City remained on a waiver for the entirety of calendar year 2016, the implications for ABAWDs in NYC is still to be determined in calendar year 2017. It is important to gauge the impact of the expiration of the waiver on the state of hunger in the City. As more people are unable to access SNAP benefits, more people will go hungry and start to rely on the emergency food network in the City, which is already under-funded.

## Food Stamp Operations

The Food Stamp Assistance Program or the Federal Supplemental Nutrition Assistance Program (SNAP) is designed to enable low-income New Yorkers to increase their ability to purchase food. SNAP provides benefits with an electronic benefits transfer system, which allows an eligible household to purchase allowable food items at participating grocery stores and supermarkets, which include major national chains as well as farmer's markets. HRA assists eligible SNAP recipients to enroll in the program through HRA SNAP Centers located throughout the City, conducts outreach to identify individuals who are eligible for SNAP, but are not currently enrolled, and recertifies existing SNAP clients. Clients in a dire situation can get expedited processing if:

- The household has less than \$100 in cash or other available resources and will have less than \$150 overall during the month that they apply; or
- The combined income and available resources in the month of application is less than the sum of the household's rent or mortgage plus heat, utilities and phone; or
- At least one person in the household is a destitute migrant or seasonal farm worker and his/her cash and bank accounts are not more than \$100.

As of September 2016, approximately 1.7 million low income New Yorkers receive SNAP benefits.

<b>Table 12: Food Stamp Operations</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$63,766	\$61,157	\$73,785	\$74,666	\$64,801	(\$8,984)
Overtime - Civilian	3,443	4,687	2,173	2,173	2,173	0
Unsalaries	0	1,231	0	0	0	0
Additional Gross Pay	5,995	2,452	0	0	0	0
<b>Subtotal</b>	<b>\$73,204</b>	<b>\$69,527</b>	<b>\$75,958</b>	<b>\$76,839</b>	<b>\$66,974</b>	<b>(\$8,984)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$811	\$660	\$714	\$1,842	\$517	(\$198)
Other Services & Charges	3,532	3,471	4,142	4,142	4,142	0
Property & Equipment	80	0	2	448	2	0
Supplies & Materials	1,046	1,043	1,045	1,050	1,045	0
<b>Subtotal</b>	<b>\$5,469</b>	<b>\$5,174</b>	<b>\$5,903</b>	<b>\$7,482</b>	<b>\$5,705</b>	<b>(\$198)</b>
<b>TOTAL</b>	<b>\$78,673</b>	<b>\$74,702</b>	<b>\$81,861</b>	<b>\$84,321</b>	<b>\$72,679</b>	<b>(\$9,182)</b>
<b>Funding</b>						
City Funds			\$40,249	\$40,263	\$35,340	(\$4,909)
Federal - Other			40,688	42,704	35,985	(4,703)
State			923	1,353	1,354	431
<b>TOTAL</b>	<b>\$78,673</b>	<b>\$74,702</b>	<b>\$81,861</b>	<b>\$84,321</b>	<b>\$72,679</b>	<b>(\$9,182)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,507	1,569	1,656	1,671	1,324	(332)
<b>TOTAL</b>	<b>1,507</b>	<b>1,569</b>	<b>1,656</b>	<b>1,671</b>	<b>1,324</b>	<b>(332)</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for food stamp operations for Fiscal 2018 totals approximately \$72.6 million, a decrease of \$9 million when compared to the Fiscal 2017 Adopted Budget. This decrease is attributed to the elimination of 332 full-time salaried staff positions. Contractual services for the SNAP Core Competencies Initiative training program is also decreasing.

As HRA 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, the agency is becoming less reliant on personnel to process food stamp applications and interact with clients.

## Issues and Concerns

- Federal Block-granting of SNAP.** Federal food assistance programs add roughly \$11 billion to New York City's economy through direct cash transfers and aid to agencies, which generates about \$20 billion in economic activity for the City. Currently, SNAP is a federal entitlement program, therefore, if more people qualify and access benefits, New York may claim additional reimbursement from the federal government. Block grants, on the other hand, give a set amount of money to the states to spend each year. They allow states to implement new restrictions on enrollment, do not automatically expand as need rises, and are not regularly adjusted for inflation. If the federal government cuts SNAP further or block grant it, hungry New Yorkers might end up losing more meals. In July 2016, the Governor expanded income eligibility for SNAP from 130 percent of federal poverty level to 150 percent of federal poverty level. This allowed 750,000 more working families in the state to be able to access nutrition assistance.

## SNAP Performance Measures

Table 13: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,756	1,707	1,693	*	*	1,697	1,693
Cash assistance persons receiving SNAP benefits (000)	386	402	409	*	*	410	409
Non-cash assistance persons receiving SNAP benefits (000)	1,099	1,039	1,021	*	*	1,019	1,021
SSI persons receiving SNAP benefits (000)	271	266	263	*	*	265	263
Total SNAP households (000)	977	955	951	*	*	949	951
Cash assistance households receiving SNAP benefits (000)	186	196	199	*	*	199	198
Non-cash assistance households receiving SNAP benefits (000)	542	516	510	*	*	506	511
SSI households receiving SNAP benefits (000)	249	244	242	*	*	244	242
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.8%	4.4%	2.8%	6%	6%	4.2%	*
SNAP application timeliness rate (%)	87.2%	81.4%	93.9%	90.6%	90.6%	88.2%	89.9%
SNAP applications filed electronically (%)	58.7%	71.5%	73.4%	*	*	75.0%	73.8%

Source: Preliminary Mayor's Management Report

During the first four months of Fiscal 2017, the SNAP caseload remained relatively unchanged when compared to the same time last year. HRA continues initiatives to make SNAP benefits more accessible to eligible clients by streamlining the application process and increasing self-service options, including online applications, mobile document uploads and client-initiated scheduling for interviews. During the first four months of Fiscal 2017, 73 percent of SNAP applications were filed electronically, and SNAP application timeliness improved to 89.9 percent.

There remains concern from advocates and clients that the modernized re-certification process is not user-friendly and is particularly difficult for elderly, homebound clients who would previously rely on SNAP staff to come to them.

## Medicaid Eligibility and Administration

HRA's Medical Insurance and Community Services Administration (MICA) 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.

As of October 2016, 2.013 million clients were enrolled in Medicaid administered by HRA, with another approximately 1.33 million enrolled through the New York State (NYS) Health Care Exchange (the Exchange). Overall, Medicaid coverage increased since implementation of the Exchange in January 2014. The HRA administered caseload was 11.4 percent lower than in October 2015 as a result of this continuing transition and the NYS takeover of Medicaid administration. As NYS phases in its multi-year redesign of Medicaid and public health insurance programs, the HRA-administered caseload will continue to decline as the people served through the Exchange increase.

<b>Table 14: Medicaid Eligibility and Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$66,258	\$57,171	\$69,807	\$68,962	\$69,233	(\$573)
Unsalaries	456	41	90	90	95	5
Additional Gross Pay	10,675	4,963	5,057	5,057	5,057	0
<b>Subtotal</b>	<b>\$77,389</b>	<b>\$62,175</b>	<b>\$74,954</b>	<b>\$74,109</b>	<b>\$74,386</b>	<b>(\$568)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$9,806	\$9,647	\$4,386	\$9,739	\$4,386	\$0
Other Services & Charges	13,190	12,083	13,720	13,737	13,720	0
Property & Equipment	15	38	140	140	140	0
Supplies & Materials	1,926	1,063	6,080	710	6,080	0
<b>Subtotal</b>	<b>\$24,936</b>	<b>\$22,831</b>	<b>\$24,325</b>	<b>\$24,325</b>	<b>\$24,325</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$102,326</b>	<b>\$85,006</b>	<b>\$99,279</b>	<b>\$98,434</b>	<b>\$98,711</b>	<b>(\$568)</b>
<b>Funding</b>						
City Funds			\$835	\$835	\$863	\$28
Federal - Other			46,083	45,660	45,783	(300)
State			52,361	51,939	52,065	(296)
<b>TOTAL</b>	<b>\$102,326</b>	<b>\$85,006</b>	<b>\$99,279</b>	<b>\$98,434</b>	<b>\$98,711</b>	<b>(\$568)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	1,417	1,040	1,499	1,484	1,476	(23)
<b>TOTAL</b>	<b>1,417</b>	<b>1,040</b>	<b>1,499</b>	<b>1,484</b>	<b>1,476</b>	<b>(23)</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Fiscal 2018 Preliminary Budget for Medicaid eligibility administration totals \$98.7 million, a decrease of \$568,000 when compared to Fiscal 2017. This decrease can be attributed to the reduction of 23 full-time positions. HRA transferred staff from this program area into the external affairs department within general administration; the positions have not been eliminated from the agency.



**Medicaid Eligibility and Administration Performance Measures**

<b>Table 15: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Medicaid enrollees (Medicaid + Managed Care) administered by HRA (000)	2,808	2,372	2,086	*	*	2,271	2,013
Medicaid-only enrollees administered by HRA (000)	2,064	1,608	1,321	*	*	1,496	1,243
Application timeliness rate for Medicaid administered by HRA (%)	91.7%	96.5%	92.1%	99.4%	99.4%	93.8%	96.7%

Source: Preliminary Mayor's Management Report

The timeliness of processing applications improved by 2.9 percent during the first four months of Fiscal 2017 when compared to the first four months of Fiscal 2016. Because of a temporary system malfunction during September 2015 that did not permit the automated recording of activity in the system of record, the results during the first four months of Fiscal 2016 were lower than normal.

## Medicaid and Homecare

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. Eligibility for Medicaid-funded home care programs varies, but all programs require that the applicant be Medicaid eligible. There are two levels of personal care services. Level I provides help with Instrumental Activities of Daily Living (IADLs) such as light housework, cleaning, shopping, laundry, payment of bills, and meal preparation. Level II provides all the Level I services, and help with personal care, including bathing, toileting, dressing, grooming, feeding, assistance with ambulation and transferring and assistance with self-administration of medication.

This program area also includes the City's Medicaid payments. New York is one of the only states in the nation that requires counties to reimburse the State for Medicaid costs. The State mandates that localities pay for 25 percent of the cost of acute care services and nine percent of the cost of long-term services. However, the City's Medicaid spending is capped at \$5.3 billion a year and there is a statutory cap that limits the growth of the local share to three percent a year. Therefore, if Medicaid enrollees or the cost of provision goes up the State will pay for the increased costs incurred. HRA is also responsible to provide 50 percent of funds for supplemental payments to New York City's municipal hospital system.

<b>Table 16: Medicaid and Homecare</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$25,409	\$24,493	\$29,963	\$29,963	\$29,963	\$0
Overtime - Civilian	167	133	138	138	138	0
Additional Gross Pay	3,447	1,623	2,512	2,512	2,512	0
<b>Subtotal</b>	<b>\$29,022</b>	<b>\$26,249</b>	<b>\$32,612</b>	<b>\$32,612</b>	<b>\$32,612</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$25,147	\$26,211	\$90,903	\$90,903	\$90,903	\$0
Other Services & Charges	0	0	350	350	350	0
Social Services	6,324,236	5,910,975	5,823,849	5,823,849	5,823,849	0
<b>Subtotal</b>	<b>\$6,349,383</b>	<b>\$5,937,186</b>	<b>\$5,915,103</b>	<b>\$5,915,103</b>	<b>\$5,915,103</b>	<b>0</b>
<b>TOTAL</b>	<b>\$6,378,405</b>	<b>\$5,963,435</b>	<b>\$5,947,715</b>	<b>\$5,947,715</b>	<b>\$5,947,715</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$5,812,625	\$5,812,625	\$5,812,625	\$0
Federal - Other			52,895	52,895	52,895	0
State			82,195	82,195	82,195	0
<b>TOTAL</b>	<b>\$6,378,405</b>	<b>\$5,963,435</b>	<b>\$5,947,715</b>	<b>\$5,947,715</b>	<b>\$5,947,715</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	536	482	706	706	706	0
<b>TOTAL</b>	<b>536</b>	<b>482</b>	<b>706</b>	<b>706</b>	<b>706</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

HRA's Medicaid and Homecare Fiscal 2018 Budget totals \$5.9 billion, the largest area of expenditure for the agency. Compared to the Fiscal 2017 Adopted Budget, funding for this program area has remained unchanged. Federal funding for Medicaid and homecare services remain unchanged when comparing Fiscal 2018 to the Fiscal 2017. HRA's homecare services

budget of \$132.3 million for Fiscal 2018 remains unchanged when compared to the Fiscal 2017 Adopted Budget.

### Homecare Services Performance Measures

<b>Table 17: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Average days to initiate home attendant and housekeeper services for all cases	14.1	24.6	20.4	30	30	20.9	20.8
Cases receiving home care services	118,120	122,173	136,367	*	*	121,573	142,949

Source: Preliminary Mayor's Management Report

As indicated by the table above, the average number of days to initiate a home attendant and housekeeper services for all cases has remained unchanged in the first four months of Fiscal 2017 when compared to the same period in Fiscal 2016. HRA remains below the State target of 30 days to provide services thus far in Fiscal 2017. The number of people receiving homecare services has increased by 21,376 or 17 percent in the first four months of Fiscal 2017 when compared to the first four months of Fiscal 2016.

## Subsidized Employment and Job-Training

This program area provides funding for employment services to increase the employment skills and opportunities of Public Assistance clients and help them move to self-sufficiency through paid transitional jobs programs, work experience assignments and education, and training and employment programs at the City University of New York (CUNY).

HRA's Training Assessment Group (TAG) provides educational and financial counseling and services to HRA participants who are currently enrolled in training or education programs allowed by HRA. TAG ensures that a client's training and educational program is suitable for clients, and monitors the clients' training and academic performance and attendance in training/education, and provides debt counseling and referrals. TAG also maintains a list of available training providers appropriate for the training and 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>Table 18: Subsidized Employment and Job-Related Training</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services	\$0	\$5	\$0	\$0	\$0	\$0
Social Services	93,066	98,645	109,473	113,718	113,722	4,249
<b>TOTAL</b>	<b>\$93,066</b>	<b>\$98,649</b>	<b>\$109,473</b>	<b>\$113,718</b>	<b>\$113,722</b>	<b>\$4,249</b>
<b>Funding</b>						
City Funds			\$61,510	\$63,858	\$65,760	\$4,249
Federal - Other			44,038	45,936	44,038	\$0
State			3,924	3,924	3,924	\$0
<b>TOTAL</b>	<b>\$93,066</b>	<b>\$98,649</b>	<b>\$109,473</b>	<b>\$113,718</b>	<b>\$113,722</b>	<b>\$4,249</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for subsidized employment and job-related training for Fiscal 2018 is approximately \$113.7 million, an increase of \$4.2 million when compared to the Fiscal 2017 Adopted Budget. This additional \$4.2 million for social services supports HRA's new subsidized jobs for homeless clients initiative, as well as employment programs for clients who transition from shelter into permanent housing.

### Financial Plan Actions

- Subsidized Jobs for Job Training Program.** The Fiscal 2018 Preliminary Plan includes \$2 million in Fiscal 2017 and \$3.3 million in Fiscal 2018 and in the outyears to support additional Job Training Program (JTP) positions in the Department of Citywide Administrative Services (DCAS) and the New York Police Department (NYPD). The newly created 300 positions will provide employment to 600 clients in maintenance and clerical roles within DCAS and NYPD. These positions are in addition to the 70 positions at the Department of Sanitation and 1,800 in the Department of Parks and Recreation created in Fiscal 2016 and 2017. This expansion of subsidized jobs is part of HRA's two-year phase-out of the Work Experience Program (WEP) in the State-approved employment plan. Total budget for the Job Training program is approximately \$50 million.

## General Administration

This program area is for all administrative functions not specific to a program area. The public engagement unit and IDNYC are funded here.

<b>Table 19: General Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$10,056	\$10,807	\$4,517	\$4,517	\$4,517	\$0
Amounts to be Scheduled	0	0	4	4	5	0
Fringe Benefits	694	660	849	849	849	0
Full-Time Salaried - Civilian	136,081	152,370	195,165	181,835	203,175	8,010
Other Salaried	49	38	2	2	2	0
Unsalaries	2,825	4,939	53	53	58	5
<b>Subtotal</b>	<b>\$149,705</b>	<b>\$168,814</b>	<b>\$200,591</b>	<b>\$187,261</b>	<b>\$208,607</b>	<b>\$8,015</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$149,946	\$106,089	\$51,944	\$75,802	\$51,384	(\$560)
Fixed & Misc. Charges	795	564	234	242	234	0
Other Services & Charges	120,300	98,278	206,720	99,713	222,736	16,016
Property & Equipment	2,149	2,184	1,657	2,956	1,657	0
Supplies & Materials	12,936	13,888	12,620	11,151	13,238	618
<b>Subtotal</b>	<b>\$286,127</b>	<b>\$221,003</b>	<b>\$273,174</b>	<b>\$189,864</b>	<b>\$289,249</b>	<b>\$16,075</b>
<b>TOTAL</b>	<b>\$435,832</b>	<b>\$389,817</b>	<b>\$473,765</b>	<b>\$377,125</b>	<b>\$497,855</b>	<b>\$24,091</b>
<b>Funding</b>						
City Funds			\$232,935	\$131,977	\$254,494	\$21,560
Federal - Community Development			0	5,581	0	0
Federal - Other			170,779	172,538	172,320	1,541
Intra City			6,565	6,549	6,549	(16)
State			63,486	60,480	64,492	1,007
<b>TOTAL</b>	<b>\$435,832</b>	<b>\$389,817</b>	<b>\$473,765</b>	<b>\$377,125</b>	<b>\$497,855</b>	<b>\$24,091</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	2,493	2,493	1,652	1,819	1,774	122
<b>TOTAL</b>	<b>2,493</b>	<b>2,493</b>	<b>1,652</b>	<b>1,819</b>	<b>1,774</b>	<b>122</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for general administration for Fiscal 2018 is approximately \$497.8 million, \$24 million more than the Fiscal 2017 Adopted Budget. The increase in funding is tied to the increase in headcount for the Public Engagement Unit and outreach efforts. There is also an increase in this program area related to the restructuring of the Department of Homeless Services (DHS). Adjustments to OTPS spending related to combining general administration functions between HRA and DHS reflects shifts from DHS that increases other services and charges in HRA's budget for Fiscal 2018.

## Financial Plan Actions

- **Public Engagement Unit.** HRA's Public Engagement Unit (PEU) uses data to pinpoint communities that likely want or need city services. The PEU team of specialists are trained to effectively engage New Yorkers and connect them with vital resources. The unit collaborates with other city agencies, community groups, non-profit organizations, elected officials and service providers to engage directly with communities and subject matter experts in all five boroughs. In the Preliminary Plan, funding for HRA's PEU increases by \$11.8 million in Fiscal

2017 and \$13.8 million in Fiscal 2018. This new need also adds 80 new outreach positions: 52 positions for the Health Insurance Enrollment program, 13 for Rent Increase Exemption for Seniors, six for the Home Support Unit, one for the Tenant Support Unit and eight for the Public Engagement Unit central office. The total budget for this program is approximately \$22 million for 177 full time positions.

- **ThriveNYC.** Thrive NYC is an \$850 million multi-agency program that aims to hire 400 mental health clinicians for high-need communities includes provide mental health training to a quarter million New Yorkers. HRA's Preliminary Plan adds \$380,000 in Fiscal 2017 and \$761,000 in Fiscal 2018 to expand outreach services. Ten new outreach staff will work to increase access to mental health services.

## 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 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 a 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 that both parents support children financially. OCSE services include establishing paternity, obtaining child support orders and collecting and enforcing child support orders from non-custodial parents.

<b>Table 20: Office of Child Support Enforcement</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$38,261	\$37,464	\$38,716	\$38,716	\$38,723	\$7
Overtime - Civilian	894	804	472	472	472	0
Additional Gross Pay	3,749	2,212	435	435	435	0
<b>Subtotal</b>	<b>\$42,904</b>	<b>\$40,479</b>	<b>\$39,623</b>	<b>\$39,623</b>	<b>\$39,630</b>	<b>\$7</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$11,517	\$9,939	\$7,422	\$9,755	\$7,422	\$0
Other Services & Charges	7,552	8,307	8,631	7,391	33,714	(174)
Property & Equipment	433	474	571	797	571	0
Social Services	6,812	6,648	6,925	7,098	7,192	267
Supplies & Materials	600	595	606	613	606	0
<b>Subtotal</b>	<b>\$26,915</b>	<b>\$25,962</b>	<b>\$24,154</b>	<b>\$25,654</b>	<b>\$49,504</b>	<b>\$93</b>
<b>TOTAL</b>	<b>\$69,819</b>	<b>\$66,441</b>	<b>\$63,777</b>	<b>\$65,277</b>	<b>\$63,877</b>	<b>\$100</b>
<b>Funding</b>						
City Funds			\$23,167	\$23,167	\$23,258	\$90
Federal - Other			40,610	42,110	40,619	10
<b>TOTAL</b>	<b>\$69,819</b>	<b>\$66,441</b>	<b>\$63,777</b>	<b>\$65,277</b>	<b>\$63,877</b>	<b>\$100</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	781	712	819	819	819	0
<b>TOTAL</b>	<b>781</b>	<b>712</b>	<b>819</b>	<b>819</b>	<b>819</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Fiscal 2018 Preliminary Budget for child support enforcement totals \$63.8 million, an increase of approximately \$100,000 when compared to the Fiscal 2017 Adopted Budget. This increase can be attributed to the net impact of a decrease in expenses for communication services and an increase in social services.

## OCSE Performance Measures

<b>Table 21: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Total new child support orders obtained	20,286	20,351	19,579	*	*	6,641	6,716
Total child support cases with active orders (end of period)	285,173	283,114	282,451	*	*	282,923	280,575
Child support cases with orders of support (%)	71.5%	73.2%	76.7%	79.0%	80%	77%	79%
Child support collected (\$000,000)	\$742	\$748	\$762	\$770	\$777	\$252	\$255
Support cases with active orders receiving current payments (%)	58.8%	59.1%	59.7%	UP	UP	59.3%	59.4%

*Source: Preliminary Mayor's Management Report*

In the first four months of Fiscal 2017, the number of new child support orders increased by 1.1 percent and the percent of cases with orders of support increased by two percentage points. The dollar amount of child support collected increased by 1.2 percent over the same period in Fiscal 2016, while the total number of child support cases with active orders of support declined slightly due to the closing of inactive cases, in accordance with federal case closure rules.



## 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>Table 22: Adult Protective Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$3,615	\$2,757	\$1,356	\$1,356	\$1,356	\$0
Full-Time Salaried - Civilian	19,972	19,689	29,216	29,216	29,216	0
Overtime - Civilian	699	1,045	607	607	607	0
<b>TOTAL</b>	<b>\$24,287</b>	<b>\$23,491</b>	<b>\$31,179</b>	<b>\$31,179</b>	<b>\$31,179</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$19,001	\$20,020	\$24,423	\$24,402	\$24,099	(\$324)
Other Services & Charges	7	5	0	0	0	0
Property & Equipment	0	5	10	30	10	0
Social Services	970	1,372	800	800	800	0
Supplies & Materials	0	0	0	1	0	0
<b>Subtotal</b>	<b>\$19,978</b>	<b>\$21,403</b>	<b>\$25,233</b>	<b>\$25,233</b>	<b>\$24,909</b>	<b>(\$324)</b>
<b>TOTAL</b>	<b>\$44,265</b>	<b>\$44,893</b>	<b>\$56,411</b>	<b>\$56,411</b>	<b>\$56,087</b>	<b>(\$324)</b>
<b>Funding</b>						
City Funds			\$15,364	\$15,364	\$15,199	(\$165)
Federal - Other			26,750	26,750	26,750	0
State			14,297	14,297	14,139	(159)
<b>TOTAL</b>	<b>\$44,265</b>	<b>\$44,893</b>	<b>\$56,411</b>	<b>\$56,411</b>	<b>\$56,087</b>	<b>(\$324)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	406	405	506	506	506	0
<b>TOTAL</b>	<b>406</b>	<b>405</b>	<b>506</b>	<b>506</b>	<b>506</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for adult protective services decreases by \$324,000 when comparing the Fiscal 2018 Preliminary Budget to the Fiscal 2017 Adopted Budget. This decrease is due to a decrease in contracts for IT services.

## Issues and Concerns

- Stagnant Funding.** For years, advocates have voiced concern that while the number of APS cases have increased, funding for this program remains stagnant. As a result, overloaded caseworkers at APS have struggled and sometimes failed to provide state-mandated services to the City's most vulnerable adults. In Fiscal 2017, the Administration increased funding for contractual services for legal guardianship care management services, but funding for other APS services have not increased.

## APS Performance Measures

<b>Table 23: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Adult Protective Services (APS) assessment cases	3,723	3,905	4,041	*	*	4,146	4,162
Individuals referred to an APS field office visited within three working days (%)	99.8%	94.3%	95.1%	85%	85%	93.7%	94.7%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	88.8%	94.3%	*	*	91.7%	96.1%
APS cases eligible for services	5,406	6,107	6,847	*	*	6,828	7,135
Total referrals received for APS	23,657	24,203	25,614	*	*	8,560	9,196
Personal care services - average weekly billable hours	48.1	43.6	43.6	*	*	43.2	45.3
Serious personal care complaints resolved in 24 hours (%)	100%	100%	100%	100%	100%	100%	99%

Source: Preliminary Mayor's Management Report

As indicated by the table above, in the first four months of Fiscal 2017 there were 7,135 people eligible for services, an increase of 307 when compared to the same period in Fiscal 2016. About 96 percent of APS assessment cases were resolved i.e. accepted or denied within State-mandated 60 days during the first four months of 2017, which was an improvement from 91 percent in the same period in 2016.

## CEO Evaluation

The Center for Economic Opportunity (CEO) was established in 2006 to implement new ways to reduce poverty in New York City. Eight external evaluators conduct assessments to measure findings across programs that serve the same target groups. This unit works to evaluate the effectiveness of various programs it implements and also to develop better indices to measure poverty in the City.

<b>Table 24: CEO Evaluation</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$30	\$7	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	525	661	776	808	246	(530)
Overtime - Civilian	0	0	1	1	1	0
<b>Subtotal</b>	<b>\$555</b>	<b>\$669</b>	<b>\$777</b>	<b>\$808</b>	<b>\$247</b>	<b>(\$530)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$4,551	\$3,024	\$7,362	\$4,894	\$700	(\$6,662)
Other Services and Charges	743	75	0	23	0	0
Supplies and Materials	5	2	0	5	0	0
<b>Subtotal</b>	<b>5,300</b>	<b>3,100</b>	<b>7,362</b>	<b>4,922</b>	<b>700</b>	<b>(\$6,662)</b>
<b>TOTAL</b>	<b>\$5,855</b>	<b>\$3,769</b>	<b>\$8,139</b>	<b>\$5,730</b>	<b>\$947</b>	<b>(\$7,192)</b>
<b>Funding</b>						
City Funds			\$8,125	\$5,716	\$933	(\$7,192)
Federal - Other			9	9	9	0
State			5	5	5	0
<b>TOTAL</b>	<b>\$5,855</b>	<b>\$3,769</b>	<b>\$8,139</b>	<b>\$5,730</b>	<b>\$947</b>	<b>(\$7,192)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	7	7	9	9	3	0
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>3</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

CEO Evaluation funding decreases by \$7 million when comparing the Fiscal 2018 Preliminary Budget to the Fiscal 2017 Adopted Budget.

## Financial Plan Actions

- **CEO Evaluation Funding.** Funding for the CEO Evaluation is tied to the City's miscellaneous budget and is then realigned into HRA's budget by the release of the Executive Budget. Funding for the Center for Economic Opportunity total \$28.3 million in Fiscal 2018 and in the outyears. The Preliminary Plan includes \$729,000 in CTL for Fiscal 2017 to support the evaluation of seven anti-poverty programs.

For more information on CEO programs, please refer to the following website <http://www.nyc.gov/html/ceo/html/home/home.shtml>.

## 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) administers the funding for the New York City domestic violence shelter system, which is comprised of emergency residential programs, as well as 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 Teen (RAPP) is one of the most extensive domestic violence prevention programs in NYC, and is based in schools throughout the City. Teen 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>Table 25: Domestic Violence Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$779	\$786	\$854	\$854	\$854	\$0
Additional Gross Pay - Labor Reserve	161	14	0	0	0	0
Fringe Benefits	4	4	63	63	63	0
Full-Time Salaried - Civilian	9,327	10,062	12,471	12,471	12,471	0
Overtime - Civilian	620	733	341	341	341	0
Unsalaries	0	357	0	0	0	0
<b>Subtotal</b>	<b>\$10,891</b>	<b>\$11,955</b>	<b>\$13,730</b>	<b>\$13,730</b>	<b>\$13,730</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$19,268	\$20,152	\$21,627	\$21,877	\$22,189	\$562
Other Services & Charges	5,064	5,213	13,082	13,572	15,129	2,047
Property & Equipment	0	1	15	15	15	0
Social Services	66,949	71,732	81,941	81,941	97,305	15,364
Supplies & Materials	127	107	189	64	189	0
<b>Subtotal</b>	<b>\$92,114</b>	<b>\$97,934</b>	<b>\$117,793</b>	<b>\$118,543</b>	<b>\$135,766</b>	<b>\$17,973</b>
<b>TOTAL</b>	<b>\$103,005</b>	<b>\$109,889</b>	<b>\$131,523</b>	<b>\$132,273</b>	<b>\$149,496</b>	<b>17,973</b>
<b>Funding</b>						
City Funds			\$31,749	\$32,254	\$37,668	\$5,919
Federal - Other			\$79,291	\$79,291	\$88,884	9,592
State			\$20,483	\$20,728	\$22,945	2,462
<b>TOTAL</b>	<b>\$103,005</b>	<b>\$109,889</b>	<b>\$131,523</b>	<b>\$132,273</b>	<b>\$149,496</b>	<b>17,973</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	179	184	233	233	233	0
<b>TOTAL</b>	<b>179</b>	<b>184</b>	<b>233</b>	<b>233</b>	<b>233</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

Funding for domestic violence services significantly increases by \$17.9 million when comparing the Fiscal 2018 Preliminary Budget to the Fiscal 2017 Adopted Budget. Much of this increase in funding is for the expansion of existing domestic violence services at HRA. Particularly, in Fiscal 2018 contracts for DV shelters is going up by \$9.7 million and direct costs of programs by \$6.3 million.

## Financial Plan Actions

- Domestic Violence Services Expansion.** In September 2015, a plan to expand shelters for survivors of domestic violence was announced. As part of this expansion, the City plans to add an additional 400 Tier II transitional family shelter units, and 300 emergency shelter beds. As of October 2016, 150 additional emergency DV beds are available for service bringing the total number of emergency beds to 2,378. The increase in the program's OTPS budget reflects the implementation of the commitment of expansion into Fiscal 2018. This expansion is estimated to support 13,300 children and adults a year.
- Domestic Violence Prevention and Education Programming.** The Teen Relationship and Abuse Prevention Programs (Teen RAPP) budget is \$4.7 million, and its goal is to stop relationship abuse among young people by bringing domestic violence services to New York City schools. HRA's Preliminary Plan includes to \$309,000 in CTL for Fiscal 2017 and \$658,000 in Fiscal 2018 for the expansion of domestic violence prevention and education programming. Total funding for this new need is \$607,000 in Fiscal 2017, and \$1.3 million in Fiscal 2018. This funding will go towards five new lawyers along with additional outreach staff for the Teen RAPP Program.

## Domestic Violence Services Performance Measures

Table 26: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Domestic Violence non-residential services programs active caseload	*	*	*	*	*	*	1,898
Average number of families served per day in the domestic violence shelter program	769	786	803	*	*	794	840
Number of Domestic Violence emergency beds (capacity)	2,228	2,228	2,282	*	*	2,228	2,378
Families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	78.5%	48.6%	30.5%	*	*	27.9%	36.2%

Source: Preliminary Mayor's Management Report

HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency HRA DV shelters. During the first four months of Fiscal 2017, the number of eligible families entering DV shelters through Prevention Assistance and Temporary Housing (PATH) intake center increased by 8.3 percentage points compared to Fiscal 2016, due in part to the increase in the number of available domestic violence emergency shelter beds. The non-residential DV average monthly caseload was 1,898 in October 2016. Starting in April 2015, the DV program began to track unique non-residential DV clients rather than the number of visits to non-residential service providers. Unique client counts were available from all providers beginning in January 2016. Fiscal 2017 data cannot be compared to prior periods.

## Employment Services Administration

HRA administers employment programs for public assistance recipients.

<b>Table 27: Employment Services Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$1,388	\$998	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	10,184	10,978	19,574	19,574	19,574	0
Overtime - Civilian	334	451	155	155	155	0
Unsalaries	2,063	2,212	733	733	751	19
<b>Subtotal</b>	<b>\$13,969</b>	<b>\$14,640</b>	<b>\$20,462</b>	<b>\$20,462</b>	<b>\$20,481</b>	<b>\$19</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$684	\$982	\$0	\$810	\$0	\$0
Other Services and Charges	10,175	6,852	9,203	9,333	9,203	0
Supplies and Materials	14	0	9	24	9	0
<b>Subtotal</b>	<b>\$10,874</b>	<b>\$7,835</b>	<b>\$9,212</b>	<b>\$10,167</b>	<b>\$9,212</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$24,843</b>	<b>\$22,475</b>	<b>\$29,674</b>	<b>\$30,629</b>	<b>\$29,692</b>	<b>\$19</b>
<b>Funding</b>						
City Funds			\$11,546	\$12,501	\$11,558	\$12
Federal - Other			13,186	13,186	13,189	3
State			4,942	4,942	4,945	3
<b>TOTAL</b>	<b>\$24,843</b>	<b>\$22,475</b>	<b>\$29,674</b>	<b>\$30,629</b>	<b>\$29,692</b>	<b>\$19</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	177	183	290	290	290	0
<b>TOTAL</b>	<b>177</b>	<b>183</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for employment services administration in Fiscal 2018 is \$29.6 million, an increase of \$19,000 when compared to the Fiscal 2017 Adopted Budget. This small increase can be attributed to personal services spending for customized assistance for clients.

## Employment Services Contract

HRA provides a large portion of its employment services through two contracted programs, Back to Work and WeCARE. HRA's Back to Work program uses 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 each individual's capacity to achieve job placement and ultimately career advancement. 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. WeCARE serves public assistance clients who exhibit medical and 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.

**Table 28: Employment Services Contracts**

*Dollars in Thousands*

	2015 Actual	2016 Actual	2017 Adopted	Preliminary Plan		*Difference
				2017	2018	2017 - 2018
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services	\$118,848	\$139,847	\$127,351	\$113,575	\$122,483	(\$4,868)
Other Services and Charges	0	0	363	363	363	0
<b>TOTAL</b>	<b>\$118,848</b>	<b>\$139,847</b>	<b>\$127,715</b>	<b>\$113,938</b>	<b>\$122,847</b>	<b>(\$4,868)</b>
<b>Funding</b>						
City Funds			\$21,518	\$9,640	\$17,831	(\$3,687)
Federal - Other			97,579	95,680	96,819	(760)
State			8,618	8,618	8,197	(421)
<b>TOTAL</b>	<b>\$118,848</b>	<b>\$139,847</b>	<b>\$127,715</b>	<b>\$113,938</b>	<b>\$122,847</b>	<b>(\$4,868)</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed Fiscal 2018 Budget for employment services contracts is \$122.8 million, a decrease of \$4.8 million when compared to the Fiscal 2017 Adopted Budget. This is because contracts for the Back to Work program expire in March 2017, and the budget does not reflect the full-year value of these contracts. New Request for Proposals (RFPs) for the program are scheduled for April 2017. HRA's Fiscal 2018 Budget reflects 62 contracts for employment services.

## Issues and Concerns

- **Employment Plan RFP.** In February 2016, HRA released a RFP for all employment services contracts, through which HRA completely revamped its existing employment programs. HRA has since made awards for its three new employment programs: YouthPathways, CareerCompass and CareerAdvance and they are on track to begin operation in Spring of 2017. The funding for the RFP was a part of the \$200 million committed in Fiscal 2017 for HRA's overall employment services. While HRA's approach to the employment programs focused on individualized assessments and supports; career counseling and strengths-based motivational strategies; and coordinated service delivery, there were concerns that smaller community focused organizations were not able to compete with large organizations that eventually won the contracts.

## Employment Services Performance Measures

Table 29: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Clients whom HRA helped obtain employment (000)	48.1	46.6	47	UP	UP	14.4	15.5
Clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	74.5%	73.9%	73.3%	80.0%	80.0%	73.3%	73.3%
Clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	*	64.2%	63.5%	*	*	64.2%	63.6%
Safety Net Assistance cases engaged in training or education in accordance with New York City guidelines (%)	19.0%	20.7%	25.5%	UP	UP	24.9%	25.0%
Family cases engaged in training or education in accordance with New York City guidelines (%)	24.3%	25.5%	27.4%	UP	UP	27.5%	25.8%
Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	33.9%	34.1%	33.4%	34%	34%	NA	NA
Total WeCARE cases	29,138	46,510	49,637	*	*	50,916	43,763
Number of WeCARE federal disability awards	2,950	3,141	3,227	*	*	1,081	1,112

Source: Preliminary Mayor's Management Report

HRA helped 15,500 clients obtain jobs during the first four months of Fiscal 2017, 7.6 percent more than during the same period in Fiscal 2016. HRA employment services emphasize individual client assessments, access to education and training, literacy programs and client choice, including internships, community service, and subsidized transitional employment. Although the percentage of family cases engaged in education and training declined by 1.7 percentage points, the percentage of Safety Net Assistance (SNA) cases in education and training remained constant. In Fiscal 2017 a greater proportion of families were engaged in other employment-related activities than during the same period in Fiscal 2016.

In October 2016, there were 43,763 clients participating in HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist cash assistance clients with barriers to employment. The number of WeCARE program participants decreased by 14.0 percent between October 2015 and October 2016 as the program worked through a backlog of clients awaiting assessment that had accumulated in 2015 during settlement negotiations to litigation related to HRA services for clients with disabilities. With litigation settled during Fiscal 2015, HRA has been implementing new processes for clients with disabilities that have addressed the backlog. WeCARE also helps clients with disabilities apply for federal disability benefits. During the first four months of Fiscal 2017, the number of federal disability awards increased by 2.9 percent compared to the same period in Fiscal 2016.



## 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.

<b>Table 30: Public Assistance and Employment Administration</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Personal Services</b>						
Full-Time Salaried - Civilian	\$151,406	\$157,791	\$172,123	\$173,713	\$162,235	(\$9,888)
Overtime - Civilian	10,691	13,587	8,098	8,098	8,098	0
Unsalaries	563	2,472	0	0	0	0
Additional Gross Pay	17,298	10,608	11,383	11,383	11,383	0
<b>Subtotal</b>	<b>\$179,958</b>	<b>\$184,458</b>	<b>\$191,603</b>	<b>\$193,193</b>	<b>\$181,716</b>	<b>(\$9,888)</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$2,407	\$7,465	\$9,291	\$7,090	\$9,291	\$0
Other Services & Charges	43,665	43,417	50,096	50,096	50,096	0
Property & Equipment	640	1,231	160	973	160	0
Supplies & Materials	286	1,178	2,219	1,517	2,219	0
<b>Subtotal</b>	<b>\$46,998</b>	<b>\$53,291</b>	<b>\$61,766</b>	<b>\$59,676</b>	<b>\$61,766</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$226,956</b>	<b>\$237,749</b>	<b>\$253,369</b>	<b>\$252,869</b>	<b>\$243,481</b>	<b>(\$9,888)</b>
<b>Funding</b>						
City Funds			\$105,572	\$104,486	\$100,467	(\$5,105)
Federal - Other			124,834	125,181	121,448	(3,385)
State			22,964	23,202	21,566	(1,398)
<b>TOTAL</b>	<b>\$226,956</b>	<b>\$237,749</b>	<b>\$253,369</b>	<b>\$252,869</b>	<b>\$243,481</b>	<b>(\$9,888)</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	3,168	3,124	3,696	3,740	3,718	22
<b>TOTAL</b>	<b>3,168</b>	<b>3,124</b>	<b>3,696</b>	<b>3,740</b>	<b>3,718</b>	<b>22</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for public assistance and employment in Fiscal 2018 is \$243.4 million, \$9.8 million less than the Fiscal 2017 Adopted Budget. This decrease reflected in the Fiscal 2018 Preliminary Budget is primarily due to a decline in the PS budget for full-time salaried positions. As a result of the benefits re-engineering initiative, the program requires fewer resources to process applications. The head count increase of 22 positions reflects an adjustment to bring the headcount up to budgeted levels and does not signify new hiring.

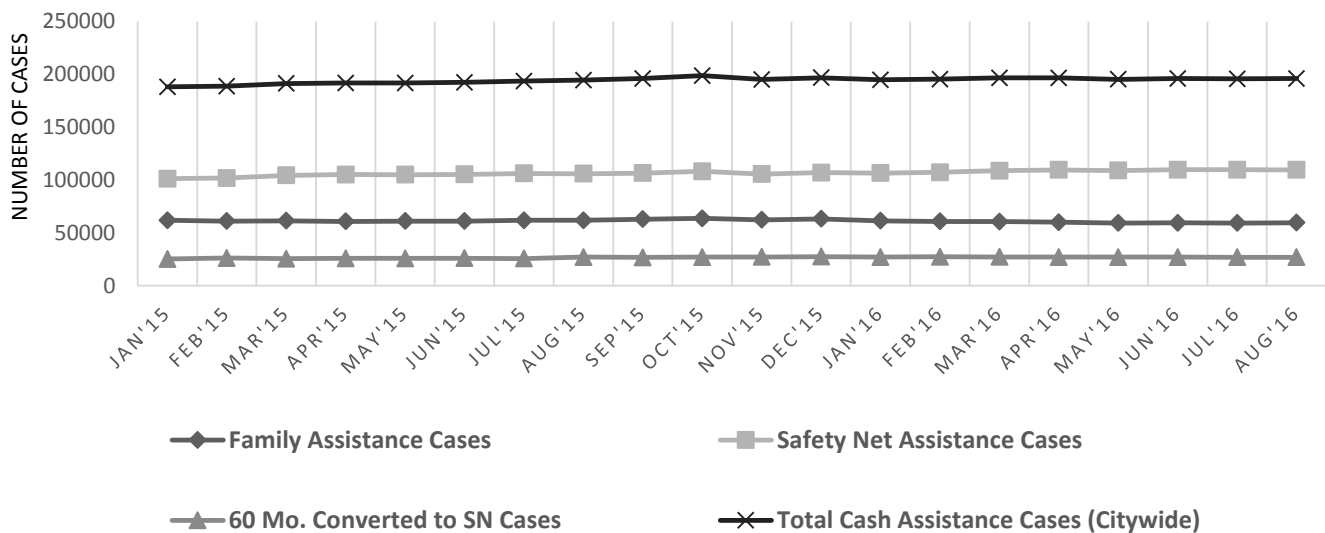
## Public Assistance Grants

Public Assistance Grants are composed of three basic types of assistance: Family Assistance (FA) for households with children; Safety Net Assistance (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. The Family Assistance (FA) program is funded with the Federal TANF block grant, as well as State and local funds. 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.

Cash Assistance provides a bi-monthly cash benefit for food and other expenses, plus assistance with utility and shelter expenses. The amount of a Cash Assistance grant is based on a “standard of need” concept, which ties the cash benefit amount to a household’s size, other sources of income, and number of dependent children. Undocumented immigrant parents may apply for Cash Assistance on behalf of their U.S. citizen or lawfully residing children. Households with earnings may qualify for Cash Assistance if their income is below 185 percent of the household’s standard of need and below the federal poverty level for their household size.

As indicated by the chart below, the number of total cash assistance (CA) cases citywide has remained relatively constant recently. As of August 2016, a total of 196,010 New Yorkers were receiving CA, of which, 59,601 received assistance through FA, 109,512 received assistance through SNA, and 26,897 were converted to SNA cases after reaching the 60-month lifetime limit for FA. This represents an increase of 1,428 CA cases when compared to August 2015.

**CASH ASSISTANCE CASES: JANUARY 2015 TO AUGUST 2016**



Source: NYC Open Data

<b>Table 31: Public Assistance Grant</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Social Services	\$1,493,271	\$1,473,354	\$1,584,062	\$1,584,367	\$1,594,496	\$10,433
<b>TOTAL</b>	<b>\$1,493,271</b>	<b>\$1,473,354</b>	<b>\$1,584,062</b>	<b>\$1,584,367</b>	<b>\$1,594,496</b>	<b>\$10,433</b>
<b>Funding</b>						
City Funds			\$703,208	\$629,950	\$707,520	\$4,311
Federal - Other			582,376	637,216	581,114	(1,262)
State			298,478	317,201	305,862	7,384
<b>TOTAL</b>	<b>\$1,493,271</b>	<b>\$1,473,354</b>	<b>\$1,584,062</b>	<b>\$1,584,367</b>	<b>\$1,594,496</b>	<b>\$10,433</b>

\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

As indicated by the table above, Fiscal 2018 funding for public assistance grants totals \$1.59 billion, \$10.4 million more than the Fiscal 2017 Adopted Budget. This increase is primarily due to a \$7.3 million increase in State Safety Net funding as a result of the HASA expansion (End the Epidemic initiative), which expands HASA eligibility to people living with asymptomatic HIV. The State is providing funding for cash assistance for the newly eligible HASA clients.

### Public Assistance Grant Performance Measures

<b>Table 32: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Cash assistance unduplicated number of persons (12-month)(000)	589	591	602	*	*	597	608
Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	490	485	493	*	*	489	498
Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	99	106	109	*	*	108	110
Cash assistance caseload (point in time)(000)	182.4	192.4	196.1	*	*	198.8	197.6
Persons receiving cash assistance (000)	337	360	370	*	*	374	375
Cash assistance applications (000)	385.1	348.5	330.6	*	*	115.6	118.1
Cash assistance application acceptance rate (%)	45.7%	50.9%	51.2%	*	*	51.3%	51.2%
Cash assistance cases in sanction process (%)	6.3%	4.8%	4%	*	*	3.6%	4.2%
Cash assistance cases in sanction status (%)	5.2%	3.5%	1.2%	*	*	2.7%	.4%
Cash assistance application timeliness rate (%)	93.6%	94.4%	97.5%	96%	96%	97.3%	96.3%

Source: Preliminary Mayor's Management Report

The cash assistance (CA) 12-month unduplicated number of persons – the true measure of the total number of clients served in a year – increased by a modest 1.7 percent between October of Fiscal 2016 and the current period. The unduplicated number of persons receiving recurring assistance has been stable at approximately 500,000 since Fiscal 2014 and remains lower than the average for years prior to 2014. The annual unduplicated number of persons receiving cash assistance is affected by policy changes that reduced punitive negative actions that previously produced a “churning” cycle of application, rejection from the caseload and then re-application for assistance. Of those clients receiving cash assistance in the month of October 2016, the number of individuals receiving recurring assistance increased by one percent when compared to October 2015, while the number receiving one-time emergency assistance declined over the previous October. The reduction in unnecessary punitive actions resulted in a decline of 2.3

percentage points in the number of cases in sanction status (a grant reduction for non-compliance with administrative requirements) in October 2016 compared to October 2015. The decline in sanctions is related to changes in New York State law in December 2015 that modified the conciliation process and allowed clients who are at risk of sanction but are willing to comply with employment requirements to more quickly return to employment and education programs that can help them find jobs and sustainable employment.

## Public Assistance Support Grants

As part of the City's effort to prevent at risk populations from becoming homeless, HRA provides access to emergency rental arrears payments and ongoing rental assistance. New Yorkers can apply for grants at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. HRA also provides rental assistance to families and individuals at risk of homelessness and who move out of the shelter system into permanent housing. The rental assistance initiatives are housed in this program area. This program also includes funding for public assistance non-grant services, including carfare for public assistance (PA) clients to maintain PA-related appointments, burials for the indigent, summer camp fees for children on public assistance, and other income supports.

<b>Table 33: Public Assistance Support Grants</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services	\$4,828	\$3,720	\$6,950	\$15,166	\$5,830	(\$1,120)
Other Services & Charges	0	2,200	12,500	18,370	45,341	58,097
Property & Equipment	0	189	0	304	0	0
Social Services	32,569	98,257	165,404	171,883	169,849	4,446
Supplies & Materials	0	0	1,858	8,488	10,284	8,427
<b>TOTAL</b>	<b>\$37,396</b>	<b>\$104,366</b>	<b>\$186,711</b>	<b>\$214,212</b>	<b>\$256,561</b>	<b>\$69,849</b>
<b>Funding</b>						
City Funds			\$133,053	\$152,633	\$174,541	\$66,744
Federal - Other			32,260	38,180	32,260	0
State			21,399	23,399	24,503	3,105
<b>TOTAL</b>	<b>\$37,396</b>	<b>\$104,366</b>	<b>\$186,711</b>	<b>\$214,212</b>	<b>\$256,561</b>	<b>\$69,849</b>

\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

Fiscal 2018 funding for public assistance support grants totals \$256.5 million, an increase of \$69.8 million when compared to Fiscal 2017. A large proportion of this funding increase is related to increased funds for the administration of supportive housing. In Fiscal 2018, \$43 million will fund the Supportive Housing initiative. The other large increase is due to a \$25 million in funding for rental assistance programs, which is one of the main components of the City's homeless prevention plan.

## Financial Plan Actions

- **Senior Affordable Rental Apartments (SARA) Program.** The Senior Affordable Rental Apartments (SARA) Program is funded through NYC Department of Housing Preservation and Development. However, there is \$2.3 million in Fiscal 2018 and \$3.1 million in the outyears in HRA's budget to provide support services to the formerly homeless seniors who will be residing in these affordable units. A RFP related to these services will be coming out in the next few months.

## Homeless Prevention programs

- **Supportive Housing.** In November 2015, the Mayor announced that the City would create 15,000 units of affordable housing over the next 15 years. These units will be roughly comprised of 7,500 newly developed congregate units and 7,500 scattered site units.

Supportive housing is a proven cost-effective approach to deliver stability and permanently house New Yorkers struggling with mental illness, homelessness, and substance use and provides a long-term cost savings for the City as it reduces reliance on homeless shelters, hospitals, mental health institutions, and incarceration. HRA's expense budget includes \$12.5 million in Fiscal 2017 and \$43 million in Fiscal 2018 for operational expenses such as administrative staff, case management, public assistance enrollment, and medical services related to this supportive housing plan. Currently 550 units are on track to come online this year. The total budget for the supportive housing plan is \$2.6 billion in capital funds in HPD over the next 15 years to develop the 7,500 congregate units and \$96 million in net operating costs.

- Rental Assistance Program.** In the State Fiscal 2015-16 Enacted Budget, the Governor capped the amount that can be billed to the City for the cost of care of youth placed in the New York State Office of Children and Family Services' (OCFS) juvenile facilities. This policy also allowed the City to reinvest the savings into homeless rental assistance programming. The savings amounting to \$25.2 million will be invested in the Living in Communities (LINC) programs. This is contingent upon the New York State Office of Temporary and Disability Assistance and Division of Budget approving the City's rental assistance plan. The total budget for rental assistance programs is approximately \$159 million, which includes the six LINC programs targeted towards a specific subset of the homeless population living in shelter and the City Family Exit Plan Supplement (CityFEPS) which provides eligible families with children at risk of entry to shelter. Between January 2014 and December 2016, more than 161,000 households received assistance through this program. During that time, the average payment was approximately \$3,400 per case.
- Shelter Move-Out Assistance.** HRA funds a landlord bonus and enhanced broker fee program to bolster the uptake and utilization of the LINC rental assistance programs up to Fiscal 2020. The landlord bonus program provides a \$1,000 bonus to landlords as an incentive to accept LINC clients. The broker fee program provides licensed brokers that assist LINC clients in securing permanent housing 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. Funding for this program is \$2.6 million in Fiscal 2018 and in the outyears.

### Public Assistance Support Grant Performance Measures

Table 34: PMMR Indicators							
Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Clients successfully diverted at PATH from entering a homeless shelter (%)	*	*	*	*	*	*	13.2%
Requests for Emergency Assistance at the Rental Assistance Unit	57,912	65,138	82,306	*	*	26,748	29,126
Rent Assistance Unit Emergency Assistance Requests Approved (%)	66.5%	74.2%	67.6%	*	*	71.6%	64.5%

Source: Preliminary Mayor's Management Report

Of those who received homelessness prevention services at DHS' PATH family intake unit 13.2 percent were successfully diverted from entering shelter on the day they received the service. This number indicates that the clients coming to the PATH intake shelter have already lost their accommodation and cannot be helped with emergency arrear payments. These clients have to be provided with shelter so that they are stably housed and can work with a DHS caseworker towards attaining permanent housing. The requests for Emergency Assistance at the Rental

Assistance Unit has gone up by nine percent in the first four months of Fiscal 2017 compared to the same period in 2016, which indicates the rising crisis of New Yorkers having a hard time keeping up with rent increases in the City. However, the percent of requests for emergency assistance that were approved in the first four months of Fiscal 2017 was 64.5 percent, 7.1 points lower compared to 71.6 percent in Fiscal 2016.

## 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, as well as emergency grants.

<b>Table 35: Home Energy Assistance</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$85	\$60	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	1,135	1,161	1,619	1,619	1,619	0
Overtime - Civilian	44	43	50	50	50	0
<b>Subtotal</b>	<b>\$1,263</b>	<b>\$1,263</b>	<b>\$1,669</b>	<b>\$1,669</b>	<b>\$1,669</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$1,679	\$1,980	\$0	\$1,743	\$0	\$0
Fixed & Misc. Charges	1	0	0	0	0	0
Other Services & Charges	320	255	22,000	65	22,000	0
Social Services	38,409	36,171	0	22,000	0	0
Supplies & Materials	448	697	0	10	0	0
<b>Subtotal</b>	<b>\$40,857</b>	<b>\$39,103</b>	<b>\$22,000</b>	<b>\$23,818</b>	<b>\$22,000</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$42,121</b>	<b>\$42,121</b>	<b>\$23,669</b>	<b>\$25,487</b>	<b>\$23,669</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$161	\$161	\$161	\$0
Federal - Other			23,426	25,244	23,426	0
State			82	82	82	0
<b>TOTAL</b>	<b>\$42,121</b>	<b>\$42,121</b>	<b>\$23,669</b>	<b>\$25,487</b>	<b>\$23,669</b>	<b>\$0</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	19	21	31	31	31	0
<b>TOTAL</b>	<b>19</b>	<b>21</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

There is no difference in the level of funding for HEAP between the Fiscal 2018 Preliminary Budget and the Fiscal 2017 Adopted Budget of \$23.6 million.



## Information Technology Services

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

<b>Table 36: Information and Technology Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$4,229	\$2,452	\$292	\$292	\$292	\$0
Full-Time Salaried - Civilian	45,264	44,623	47,313	48,989	51,503	4,190
Overtime - Civilian	1,953	2,055	792	792	792	0
Unsalaries	322	312	0	0	0	0
<b>Subtotal</b>	<b>\$51,768</b>	<b>\$49,441</b>	<b>\$48,397</b>	<b>\$50,073</b>	<b>\$52,586</b>	<b>\$4,190</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$27,680	\$29,273	\$23,142	\$22,408	\$22,799	(\$343)
Fixed & Misc. Charges	0	0	0	0	0	0
Other Services & Charges	3,956	3,798	3,470	4,220	3,740	269
Property & Equipment	1,521	1,860	1,528	1,375	1,528	
Supplies & Materials	643	881	583	721	583	0
<b>Subtotal</b>	<b>\$33,799</b>	<b>\$35,813</b>	<b>\$28,724</b>	<b>\$28,724</b>	<b>\$28,650</b>	<b>(\$74)</b>
<b>TOTAL</b>	<b>\$85,567</b>	<b>\$85,255</b>	<b>\$77,120</b>	<b>\$78,796</b>	<b>\$81,236</b>	<b>\$4,116</b>
<b>Funding</b>						
City Funds			\$14,414	\$15,286	\$16,556	\$2,142
Federal - Other			45,496	45,982	46,687	1,191
State			17,210	17,529	17,993	783
<b>TOTAL</b>	<b>\$85,567</b>	<b>\$85,255</b>	<b>\$77,120</b>	<b>\$78,796</b>	<b>\$81,236</b>	<b>\$4,116</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	561	513	650	699	699	49
<b>TOTAL</b>	<b>561</b>	<b>513</b>	<b>650</b>	<b>699</b>	<b>699</b>	<b>49</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The proposed budget for information technology services in Fiscal 2018 increased by \$4.1 million when compared to the Fiscal 2017 Adopted Budget. This increase is related to PS costs going up for work related to HRA's Management of Information Systems.

## Investigations and Revenue Administration

HRA provides funding for investigations of alleged fraudulent acts against HRA administered programs and investigators work closely with local, state, and federal law enforcement and prosecutorial agencies.

<b>Table 37: Investigations and Revenue Admin</b>						
<i>Dollars in Thousands</i>						
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Adopted</b>	<b>Preliminary Plan</b>		<b>*Difference 2017 - 2018</b>
				<b>2017</b>	<b>2018</b>	
<b>Spending</b>						
<b>Personal Services</b>						
Additional Gross Pay	\$5,532	\$3,387	\$59	\$59	\$59	\$0
Full-Time Salaried - Civilian	56,708	55,005	63,205	63,205	63,208	3
Overtime - Civilian	374	354	332	332	332	0
<b>Subtotal</b>	<b>\$62,614</b>	<b>\$58,746</b>	<b>\$63,595</b>	<b>\$63,595</b>	<b>\$63,598</b>	<b>\$0</b>
<b>Other Than Personal Services</b>						
Contractual Services	\$37	\$25	\$1,000	\$1,042	\$1,000	\$0
Other Services & Charges	17,648	19,762	17,454	17,454	17,454	0
Property & Equipment	161	135	0	105	0	0
Supplies & Materials	0	0	193	46	193	0
<b>Subtotal</b>	<b>\$17,846</b>	<b>\$19,923</b>	<b>\$18,647</b>	<b>\$18,647</b>	<b>\$18,647</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$80,460</b>	<b>\$78,669</b>	<b>\$82,242</b>	<b>\$82,242</b>	<b>\$82,245</b>	<b>\$3</b>
<b>Funding</b>						
City Funds			\$22,401	\$22,401	\$22,402	\$1
Federal - Other			39,593	39,593	39,594	1
State			20,248	20,248	20,249	1
<b>TOTAL</b>	<b>\$80,460</b>	<b>\$78,669</b>	<b>\$82,242</b>	<b>\$82,242</b>	<b>\$82,245</b>	<b>\$3</b>
<b>Budgeted Headcount</b>						
Full-Time Positions - Civilian	996	1,023	1,246	1,246	1,246	0
<b>TOTAL</b>	<b>996</b>	<b>1,023</b>	<b>1,246</b>	<b>1,246</b>	<b>1,246</b>	<b>0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

Funding for investigations and revenue administration minimally increases by \$3,000 between the Fiscal 2018 Preliminary Budget and the Fiscal 2017 Adopted Budget due to personal services costs related to full-time salaried employees.

## Investigations and Revenue Administration Performance Measures

<b>Table 38: PMMR Indicators</b>							
<b>Performance Indicators</b>	<b>Actual</b>			<b>Target</b>		<b>4-Month Actual</b>	
	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16</b>	<b>FY17</b>
Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$225	\$186	\$162	UP	UP	\$53	\$72
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$181	\$183	\$171	*	*	\$59	\$61
SNAP cost avoidance for fraud and abuse (\$000,000)	\$30	\$30	\$29	*	*	\$9	\$8

*Source: Preliminary Mayor's Management Report*

During the first four months of Fiscal 2017, HRA generated \$72 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse. This was a result of the resolution of several pharmacy fraud investigations during the period. HRA continues to focus on Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts, property and negligence liens. HRA also

recovered \$61 million in Cash assistance recoveries and cost avoidance for fraud, waste and abuse and \$8 million in SNAP cost avoidance for fraud and abuse.

## 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. As part of modernizing delivery and management services, HRA uses the Substance Abuse Tracking and Reporting System (STARS), an Internet-enabled computer application designed to facilitate the exchange of information between HRA and the drug and alcohol treatment providers who enroll clients. This enables HRA to capture significantly more clinical information, of both a quantitative and qualitative nature.

<b>Table 39: Substance Abuse Services</b>						
<i>Dollars in Thousands</i>						
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Preliminary Plan</b>		<b>*Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>2017</b>	<b>2018</b>	<b>2017 - 2018</b>
<b>Spending</b>						
<b>Other Than Personal Services</b>						
Contractual Services	\$18,886	\$20,234	\$22,844	\$23,763	\$23,763	\$918
Social Services	36,701	34,440	48,360	45,442	47,442	(918)
<b>TOTAL</b>	<b>\$55,587</b>	<b>\$54,674</b>	<b>\$55,587</b>	<b>\$69,204</b>	<b>\$71,204</b>	<b>\$0</b>
<b>Funding</b>						
City Funds			\$34,299	\$32,299	\$34,299	\$0
Federal - Other			19,709	19,709	19,709	0
State			17,197	17,197	17,197	0
<b>TOTAL</b>	<b>\$55,587</b>	<b>\$54,674</b>	<b>\$55,587</b>	<b>\$69,204</b>	<b>\$71,204</b>	<b>\$0</b>

*\*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

Fiscal 2018 funding for substance abuse services totals \$71.2 million, unchanged when compared to the Fiscal 2017 Adopted Budget.

## Capital Program

### Capital Budget Summary

The Fiscal 2018 Preliminary Capital Commitment Plan includes \$189 million in Fiscal 2017-2020 for the Human Resources Administration (including City and Non-City funds). This represents less than one percent of the City's total \$57.2 billion Commitment Plan for Fiscal 2017-2020. The agency's Preliminary Commitment Plan for Fiscal 2017-2020 is six percent more than the \$178 million scheduled in the Adopted Commitment Plan, an increase of \$11 million. In addition, the Preliminary Ten-Year Capital Strategy for the Department totals \$197 million over ten years (2018-2027).

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 2016, HRA committed \$19 million or just 24 percent of its annual capital plan. Therefore, it is assumed that a significant portion of HRA's Fiscal 2017 Capital Plan will be rolled into the following years, thus increasing the size of the Fiscal 2018-2021 Capital Plan. Since Adoption last June, the citywide total Capital Commitment Plan for Fiscal 2018 has increased from \$50.9 billion to \$56.5 billion in the Preliminary Capital Commitment Plan, an increase of \$5.6 million.

**Table 40: HRA 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget**

*Dollars in Thousands*

	FY17	FY18	FY19	FY20	Total
<b>Adopted Capital Plan</b>	\$82	\$51	\$23	\$22	<b>\$178</b>
<b>Preliminary Capital Plan</b>	\$82	\$57	\$24	\$26	<b>\$189</b>
<b>Level of Change</b>	\$0	\$6	\$2	\$4	<b>\$11</b>
<b>Percentage Change</b>	0%	10%	6%	15%	<b>6%</b>

### Preliminary Capital Plan Highlights

HRA's Fiscal 2018 Preliminary Capital Commitment Plan mainly supports the maintenance and renovation of social services facilities throughout the City, enhancement of HRA's computer infrastructure, and upgrade and maintenance of telecommunication and information equipment to improve the agency's operations. Large capital projects included in HRA's Preliminary Commitment Plan include:

- **Virtual Client Service Centers.** HRA allocated \$67 million in the Fiscal 2018 Preliminary Capital Commitment Plan towards the creation of new online benefit application tools, e-notices, mobile connectivity and telephone enhancements as part of the Benefits Re-engineering initiative. This project will lead to increased efficiency and as a result, HRA projects a reduction in costs.
- **Improvements for Other HRA facilities.** HRA will allocate \$22 million towards design and construction improvements at HRA facilities, including improvements to Elmcour Youth and Adult Activities Recreation Center. Types of improvements include roof replacements, façade restorations, etc.

### Preliminary Ten-Year Capital Strategy

The City's Ten-Year Capital Strategy for Fiscal 2018-2027 totals \$89.6 billion in all funds. For HRA, the Preliminary Ten-Year Capital Strategy provides \$197 million, including \$110.9 million for Data processing units, \$49 million for improvements to maintain HRA's 70 facilities and \$34.7 million for telecommunications equipment.

The Department's capital funding is divided into four categories of need as illustrated by the chart below:

**Table 41: HRA Ten-Year Capital Strategy by Category**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>Total</b>
Automotive equipment	\$272	\$388	\$200	\$205	\$209	\$214	\$219	\$226	\$233	\$240	\$2,406
Data processing equipment	33,022	14,469	20,121	5,589	5,853	5,970	6,167	6,369	6,566	6,769	110,895
Social services	16,107	6,236	1,961	2,812	3,394	3,461	3,574	3,692	3,805	3,924	48,966
Telecommunications	7,173	3,289	3,341	2,774	2,830	2,886	2,979	3,078	3,138	3,271	34,759
<b>TOTAL</b>	<b>\$56,574</b>	<b>\$24,382</b>	<b>\$25,623</b>	<b>\$11,380</b>	<b>\$12,286</b>	<b>\$12,531</b>	<b>\$12,939</b>	<b>\$13,365</b>	<b>\$13,742</b>	<b>\$14,204</b>	<b>\$197,026</b>

The Preliminary Ten-Year Capital Strategy provides \$45.1 million to continue the implementation of the Re-engineering initiative, which involves redesigning business processes to modernize client interactions and service delivery. The Strategy also includes \$2.4 million to replace vans and trucks utilized in both programmatic support and agency internal operations.

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

<i>Dollars in Thousands</i>	FY 2017			FY 2018		
	City	Non-City	Total	City	Non-City	Total
<b>Agency Budget as of the Adopted 2017 Budget</b>	<b>\$7,478,874</b>	<b>\$2,284,042</b>	<b>\$9,762,916</b>	<b>\$7,518,380</b>	<b>\$2,300,437</b>	<b>\$9,818,817</b>
<b>New Needs</b>			-			
ActionNYC	-	-	-	\$1,094	-	\$1,094
CEO Evaluation	729	-	729	-	-	-
Domestic Violence Services Expansion	309	297	607	658	632	1,290
Grant Diversion for Subsidized Jobs	187	118	305	300	177	477
Job Training Program	1,058	-	1,058	1,366	-	1,366
Job Training Program at NYPD	777	-	777	1,639	-	1,639
Public Engagement Unit	11,820	-	11,820	13,840	-	13,840
ThriveNYC	380	-	380	761	-	761
<b>Subtotal, New Needs</b>	<b>\$15,261</b>	<b>\$415</b>	<b>\$15,676</b>	<b>\$19,658</b>	<b>\$810</b>	<b>\$20,467</b>
<b>Other Adjustments</b>						
Collective Bargaining L1180 Administrative Manager	\$25	\$28	\$52	\$104	\$117	\$221
Fund transfer to Code	-	(113)	(113)	-	-	-
Health Insurance Outreach Consolidation	-	-	-	(713)	-	(713)
Immigration Legal Services	543	-	543	-	-	-
Job Training Program	(2,353)	-	(2,353)	-	-	-
Member Item Reallocation	468	-	468	-	-	-
Prior Year Revenue	(70,725)	70,725	-	-	-	-
Restructuring Technical Adjustment	(45,523)	(31,650)	(77,174)	-	-	-
Storage Services	-	-	-	(3,718)	(4,169)	(7,887)
Service Provider Wage Adjustment	52	17	70	337	112	449
HRO	-	4,486	4,486	-	-	-
Put up Funds for A111 and A108	-	1,737	1,737	-	-	-
Add Money to HRA for URS spend	-	773	773	-	-	-
Add. \$85K for A111	-	85	85	-	-	-
DFTA Legal Tech Adjustment	-	(1,067)	(1,067)	-	-	-
EFSP Phase 33	-	100	100	-	-	-
Funds Added	-	405	405	-	-	-
HEAP 36 Funding	-	373	373	-	-	-
Prior Year Revenue	-	1,546	1,546	-	-	-
Transfer Funds	-	89	89	-	-	-
Adult Literacy Transfer	37	-	37	-	-	-
Council Member Items	10	-	10	-	-	-
Funds moved	-	(31)	(31)	-	-	-
HEAP 37 Admin Funds	-	1,390	1,390	-	-	-
IC W/HRA - NY/NY PATH	-	(16)	(16)	-	-	-
Senior Affordable Rental Apartments Program Transfer	1,530	-	1,530	-	(16)	(16)
Vacancy Reduction	(392)	(368)	(760)	2,341	-	2,341
Grant Diversion for Human Services Contracts	-	-	-	(392)	(368)	(760)
Improved Reimbursement for Legal Services	(6,762)	6,762	-	(2,112)	2,112	-
Prior Year Revenue	(42,467)	42,467	-	(12,005)	12,005	-
<b>Subtotal, Other Adjustments</b>	<b>(\$165,557)</b>	<b>\$97,737</b>	<b>(\$67,820)</b>	<b>(\$16,157)</b>	<b>\$9,793</b>	<b>(\$6,365)</b>
<b>TOTAL, All Changes</b>	<b>(\$150,297)</b>	<b>\$98,152</b>	<b>(\$52,145)</b>	<b>\$3,500</b>	<b>\$10,602</b>	<b>\$14,103</b>
<b>Agency Budget as of the Preliminary 2018 Budget</b>	<b>\$7,328,577</b>	<b>\$2,382,194</b>	<b>\$9,710,771</b>	<b>\$7,521,881</b>	<b>\$2,311,039</b>	<b>\$9,832,920</b>

## Appendix B: HRA 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	107	
Adult Protective Services	\$0	\$0	\$0	\$24,909	\$0	\$0	\$0	\$0	\$31,179	\$56,087
CEO Evaluation	700	0	0	0	0	247	0	0	0	947
Domestic Violence Services	0	0	0	135,766	0	0	0	0	13,730	149,496
Employment Services Administration	0	9,212	0	0	0	15,841	4,639	0	0	29,692
Employment Services Contracts	0	122,847	0	0	0	0	0	0	0	122,847
Food Assistance Programs	0	0	0	11,461	0	0	0	0	0	11,461
Food Stamp Operations	0	5,705	0	0	0	1,410	65,211	0	353	72,679
General Administration	203,384	85,268	0	597	0	136,699	57,770	0	14,138	497,855
HIV and AIDS Services	0	0	0	181,162	0	0	10	0	62,121	243,293
Home Energy Assistance	0	22,000	0	0	0	469	0	0	1,200	23,669
Information Technology Services	28,650	0	0	0	0	52,586	0	0	0	81,236
Investigations and Revenue Admin	18,647	0	0	0	0	63,598	0	0	0	82,245
Legal Services	0	4,265	0	0	67,380	0	0	0	0	71,645
Medicaid - Eligibility & Admin	0	0	24,325	0	0	3,177	0	71,209	0	98,711
Medicaid and Homecare	0	0	5,915,103	0	0	0	0	32,612	0	5,947,715
Office of Child Support Enforcement	5,532	43,971	0	0	0	39,630	0	0	0	89,134
Public Assistance and Employment Admin	194	61,572	0	0	0	0	181,716	0	0	243,481
Public Assistance Grants	0	1,594,496	0	0	0	0	0	0	0	1,594,496
Public Assistance Support Grants	0	231,304	0	0	0	0	0	0	0	231,304
Subsidized Employ & Job-Related Training	0	113,722	0	0	0	0	0	0	0	113,722
Substance Abuse Services	0	71,204	0	0	0	0	0	0	0	71,204
<b>Grand Total</b>	<b>\$257,107</b>	<b>\$2,365,566</b>	<b>\$5,939,428</b>	<b>\$353,896</b>	<b>\$67,380</b>	<b>\$313,657</b>	<b>\$309,345</b>	<b>\$103,821</b>	<b>\$122,721</b>	<b>\$9,832,919</b>