

# Sustaining the Success of Welfare Reform in NYC through Performance Management

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Human Resources  
Administration  
Department of  
Social Services

# Welfare Reform in NYC

- In 1996, NYC's total population was 8M and the City's welfare population was 1.1M.
- NYC reformed welfare into a Work First program:
  - Converted welfare offices to Job Centers
  - Adopted a “Full Engagement” approach
  - Combined Work Experience Programs with Employment Services contracts
  - Strengthened enforcement of eligibility and program requirements
- Today there are only 357K cash assistance recipients.

# Welfare Reform in NYC

- Welfare Reform in NYC put the focus squarely on work as the path to self-sufficiency and increased accountability for outcomes for clients, staff and vendors.
  - HRA requires **clients** to be engaged in work activities ~ 35 hrs/wk.
  - HRA created performance management tools to hold **managers and front line staff** accountable for achieving outcomes and for ensuring that all parties remain focused on employment.
  - HRA only pays our **vendors** for achieving the employment goals we set.

# Performance Management Strategies

- NYC has institutionalized a robust performance management system:
  - Performance-Based Contracts
  - Performance Management Tools
    - Job Stat
    - Vendor Stat
    - Mayor's Management Report (MMR)
    - Commissioner's Goals

# Back to Work: 100%

## Performance-Based Contract

- Focus on employment outcomes (\$1,150 per milestone)
  - 30 day placement, 90 day retention, 180 day retention (\$3,450 if all 3 achieved)
- Quick placement of job ready program applicants
  - Higher 30 day placement payments (+ \$575)
  - No retention payments
- On-going specialized services for those with more barriers to getting and keeping a job :
  - Higher 90 and 180 day payments (+\$1,150 per milestone)
  - Long-term recipients; long-term homeless, ex-offenders

# WeCARE II: Performance-Based Contract

- HRA created the Wellness, Comprehensive Assessment, Rehabilitation, and Employment (WeCARE) Program to help clients get jobs who have medical or mental health conditions.
- Focus on employment and assessment outcomes:
  - Payments for placement/retention in unsubsidized employment (30 day milestone = \$1,050; 90 day milestone = \$1,200; 180 day milestone = \$1,450)
  - Payments for placement/retention in subsidized employment (30 day milestone = \$376; 90 day milestone = \$444)
  - Payments for completion of assessments of barriers to employment and individualized employment plan (\$83 - \$243)

# Job Stat

**CITY OF NEW YORK  
HUMAN RESOURCES ADMINISTRATION, FAMILY INDEPENDENCE ADMINISTRATION  
JOBSTAT REPORT, Version 13.0**

**DEKALB(64) Job Center  
May,2013**

Center Management	Participation Rates						Placement Rates				Retention Rates				Quality Assurance					
	Cases	7332	Center	Region	City	TANF/MOE Federal Participation Rate	32.8%	Job Placement Goal	4,647	Earned Income < \$145 List		3 Month	6 Month	9 Month	12 Month	Fair Hearing Win Rate	91.0%	WMS Total Error Average	89	
Director: Lyvette Belsler	Active Single Issues	90	23.4%	28.2%	25.8%	Est Safety Net State Participation Rate	48.4%	Placements YTD	1,733	Total	282	Center	88.2%	83.7%	77.1%	74.0%	Fair Hearing Request Rate	10.8%	CA Payment Error Rate (FFY Mar)	9.5%
Since: 6/13/2011	% of Accepted Cases New	15.6%				Sanctions Over 3 Months	243	Job Placements % of Goal	37.3%	Child Care	69	Region	88.5%	84.7%	82.1%	74.0%	Fair Hearing Default Rate	41.7%	CA FH Compliance Rate	100.0%
Deputies: Jacqueline Gaskin;Zita Wallace; Heather McIntosh	Average Case Size	2.1		% FA	% SN	% CONV	% SI	Vendor Placements		Other	213	City	88.7%	81.9%	79.5%	75.4%	Fair Hearing Affirmation	32.4%	SNAP FH Compliance	100.0%
B2W Vendor:AmericaWorks; FECS since January 2013	Access Spot Violations		Center	33.92%	48.53%	17.55%	1.21%										Fair Hearing Employment	88.8%		
Executive Region Manager: Patricia Garcia			Region	37.02%	45.26%	17.72%	1.79%													
Region Manager: Richard Claudio			City	37.00%	43.52%	19.49%	2.40%													
Dpty Rgn Mgrs: A.Tobkes, R.Jarvis																				

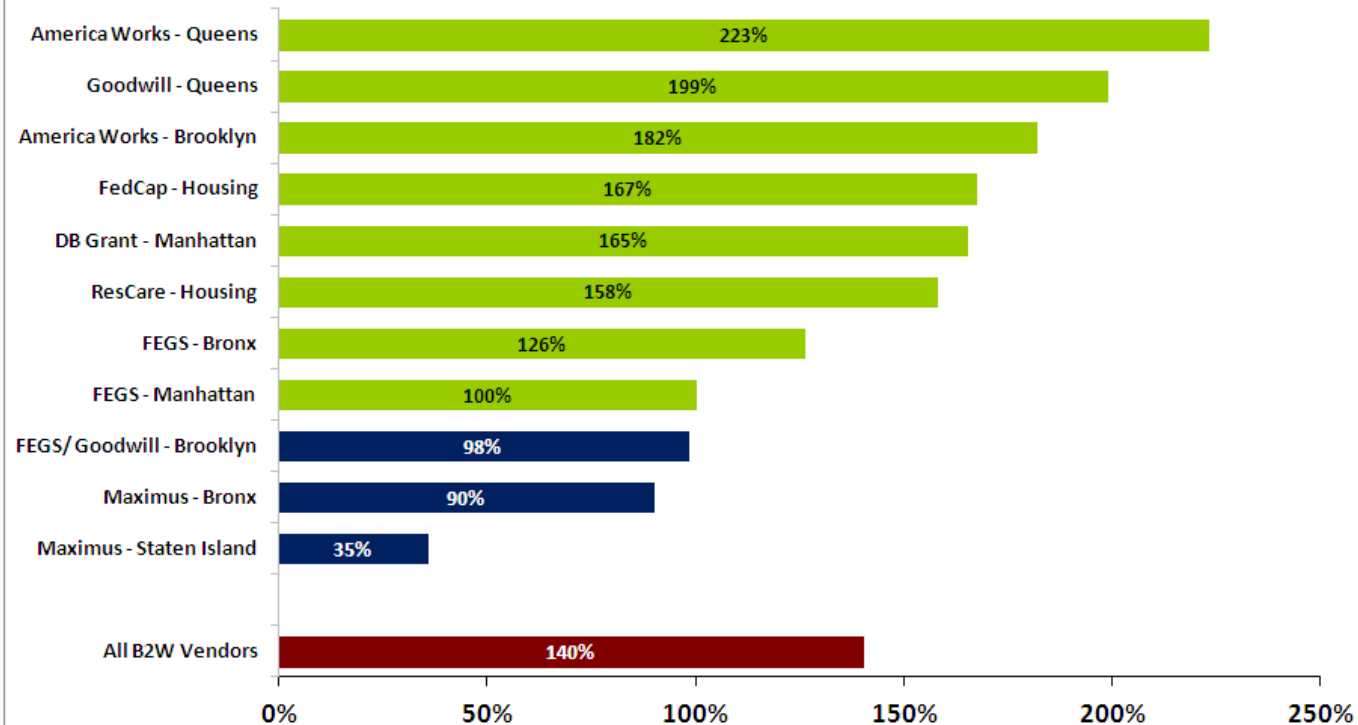
Center	Index						Region				Citywide										
	May-13 Score	Domon.	Rank	3Mo. Avg Score	Rank	YTD Avg Score	Rank	2012	Center Thresholds	Exect.	Center Points	May-13	Avail	Actuals	3 Mo.	YTD	2012	May-13	3 Mo.	YTD	2012
Index Score	74.1		3	67.4		62.3	6	65.6				74.1	100.0	73.2	69.1	67.0	68.2	59.1	53.5	46.2	62.6

SELF SUFFICIENCY																					
1. Qualified Reported Placements (monthly avg.)	484.0		10	383.0	16	346.6	16	385.5	309.6	387.0	10.0	10.0	362.2	302.3	277.5	259.0	312.8	274.4	249.5	251.4	
2. Employed Cases with Current Documentation	71.6%	81	7	91.1%	10	93.7%	8		90%	95%	0.0	5.0	71.4%	91.4%	93.8%		69.1%	89.6%	92.2%		
3. % Cases Budgeted within 35 days	100.0%	89	1	99.6%	2	99.2%	1	95.0%	90%	95%	5.0	5.0	94.2%	93.0%	92.7%	90.0%	93.0%	92.4%	90.4%	86.8%	
4. % Placements w/FIA3As (Employment Form)	96.2%	133	7	96.0%	2	95.3%	4	91.7%	80%	90%	5.0	5.0	95.4%	94.1%	93.6%	92.5%	94.0%	92.8%	92.0%	91.9%	
5. % of Cases Accepted with a TALX Query	11.3%	586		11.5%		10.1%							0.0	14.4%	14.4%	12.8%		15.6%	15.5%	13.9%	
INDEX SUBTOTAL:											20.0	25.0									

ENGAGEMENT PROCESS																					
6. % Engaged in the Engagement Process	59.5%	5458	16	59.3%	16	60.1%	16		65%	75%	0.0	7.0	62.1%	61.5%	62.0%		64.4%	64.0%	64.5%		
6a. % Engaged in the Engagement Process (Families)	62.0%	3016		63.3%		62.9%							63.9%	64.6%	64.2%		63.1%	63.2%	63.3%		
6b. % Engaged in the Engagement Process (SNET)	56.4%	2442		54.5%		56.6%							59.4%	56.8%	58.6%		66.2%	65.1%	66.1%		
7. Employment Plan Initiation Rate	99.4%	527	6	99.2%	8	99.1%	8	99.0%	95%	98%	3.0	3.0	98.8%	98.9%	99.1%	98.8%	98.5%	98.6%	98.8%	98.7%	
8. Missing/Outdated EP Initiated When Finger Imaged	100.0%	13	1	95.2%	6	95.1%	8	85.3%	92%	95%	2.0	2.0	93.6%	93.3%	94.6%	91.4%	92.4%	91.1%	92.5%	92.3%	
9. Missing/Outdated EP Initiated When Recertifi	97.6%	493	11	97.2%	9	95.3%	11	91.8%	93%	98%	1.8	2.0	97.3%	97.0%	96.3%	95.3%	96.2%	95.5%	94.7%	93.6%	
10. Case Accepted ES 20 with Referral	97.5%	400	6	96.9%	9	93.9%	11	96.7%	95%	98%	5.0	6.0	97.5%	97.4%	95.8%	95.8%	96.4%	96.3%	94.3%	95.5%	
10a. Case Accepted ES 20 with Referral (Families)	95.5%	155		94.6%		94.1%							95.9%	95.9%	95.2%		94.5%	94.3%	93.5%		
10b. Case Accepted ES 20 with Referral (SNET)	98.8%	245		98.3%		93.8%							98.5%	98.3%	96.1%		97.7%	97.7%	94.8%		
11. Call-in Process Complete within 25 Days	99.0%	1801	9	98.7%	10	98.9%	4	99.1%	98%	99%	4.0	4.0	98.8%	98.6%	98.6%	98.9%	98.0%	97.6%	97.8%	98.5%	
12. Rate of Child Care in Child Care System (Appl. & Under	93.8%	112	14	94.0%	16	93.7%	17	95.9%	95%	98%	0.0	2.0	1.0	1	95%	95.5%	95.1%	95.4%	95.1%	95.1%	
13. Re-Engaged After Good Cause Granted	100.0%	203	1	99.2%	7	99.3%	5	97.9%	97%	99%	4.0	4.0	99.3%	98.6%	98.5%	97.9%	99.0%	98.6%	98.4%	98.1%	
14. Re-Engaged after Sanction Call-in													19.8	30.0							
INDEX SUBTOTAL:																					

# Vendor Stat

Back 2 Work: 2013 YTD Placement Goal Progress



	All B2W Vendors	Maximus - Staten Island	Maximus - Bronx	FEGS/ Goodwill - Brooklyn	FEGS - Manhattan	FEGS - Bronx	ResCare - Housing	DB Grant - Manhattan	FedCap - Housing	America Works - Brooklyn	Goodwill - Queens	America Works - Queens
■ Percent of Goal Achieved	140%	35%	90%	98%	100%	126%	158%	165%	167%	182%	199%	223%
Progress as of 7/26/2013	5,117	39	419	493	361	613	225	597	317	950	490	561
YTD Goal	3,653	110	467	503	362	487	143	362	190	523	247	252

ResCare Staten Island does not have strategic placement goals set beyond Q1 2013 and is therefore not included in progress charts dated after 3/29/2013.



# Vendor Stat

## HUMAN RESOURCES ADMINISTRATION Goodwill - Crescent Street, Long Island City (QG5) BTW Vendor Back to Work VendorStat December, 2012

	Month	Center/Site										Vendor										All Vendors			
		Denom	Dec-12	Rk	3 Mo.	Rk	YTD	Rk	Prog TD	Rk	Denom	Dec-12	Rk	3 Mo.	Rk	YTD	Rk	Prog TD	Rk	Denom	Dec-12	3 Mo.	YTD	Prog TD	
<b>Assessment &amp; Compliance</b>																									
1 Paid EP Completion Rate-NonFTR	Nov-12	1036	52%	21	53%	25	52%	24	68%	15	2288	54%	5	57%	7	54%	8	63%	6	8877	60%	65%	62%	66%	
2 Unpaid EP Rate	Aug-12	534	1%	4	1%	8	1%	13	1%	13	1518	2%	6	2%	6	2%	6	1%	5	6553	3%	3%	3%	1%	
4 Failure to Comply (Applicants)		1023	31%	18	34%	18	31%	11	32%	8	2400	25%	3	30%	3	29%	2	33%	4	9229	26%	31%	33%	35%	
5 Failure to Comply (Undercare)		969	26%	14	23%	14	23%	7	25%	6	3365	17%	3	19%	2	23%	2	26%	3	11947	23%	26%	29%	31%	
<b>Placements</b>																									
6 Paid 30 Day Placement Rate	Aug-12	511	24%	12	30%	10	31%	5	24%	6	1450	24%	5	31%	3	27%	3	23%	4	6285	22%	26%	23%	22%	
7 % of 160 F/P paid	Sep-12	146	79%	1	75%	1	76%	1	73%	2	434	70%	2	70%	3	73%	1	69%	1	1551	65%	65%	64%	63%	
8 % of 160 D paid	Sep-12	11	27%	12	50%	8	40%	14			30	23%	7	33%	6	30%	6			189	47%	47%	42%		
9 Mean Wage		103	\$9.70	12	\$ 9.65	8	\$ 9.63	9	\$ 9.69	8	306	\$9.76	5	\$ 9.44	5	\$ 9.40	5	\$ 9.47	2	1131	\$9.65	\$9.52	\$9.44	\$9.35	
10 Median Wage			\$9.00		\$9.00		\$8.57		\$ 8.50			\$ 8.50		\$ 8.50		\$ 8.50		\$ 8.50			\$9.00	\$8.64	\$8.50	\$8.21	
11 JRCP Paid Rate	Oct-12																								
<b>Retention</b>																									
12 90 Day Paid Retention	Jul-12	108	77%	7	76%	9	73%	3	71%	6	329	73%	4	74%	2	71%	2	69%	3	1325	70%	70%	69%	67%	
13 90 Day Returned to CA(Unbilled)	Jul-12	108	4%	6	6%	8	7%	5	7%	3	329	6%	5	7%	4	8%	1	8%	2	1325	7%	7%	8%	9%	
14 90 Day Unbilled	Jul-12	108	19%	7	19%	9	20%	8	22%	6	329	21%	4	20%	3	22%	3	23%	3	1325	23%	22%	22%	25%	
15 180 Day Paid Retention	Apr-12	89	61%	8	58%	10	56%	6	55%	5	268	53%	7	52%	6	49%	4	49%	4	644	58%	52%	50%	49%	
16 180 Day Returned to CA(Unbilled)	Apr-12	89	8%	3	7%	6	14%	5	13%	4	268	11%	6	12%	4	15%	2	15%	2	637	11%	13%	16%	16%	
17 180 Day Unbilled	Apr-12	89	33%	11	35%	15	30%	13	32%	13	268	37%	7	37%	7	36%	4	36%	5	637	33%	35%	34%	35%	
<b>Other</b>																									
18 % of Previously Seen Referrals		699	40%	21	34%	17	33%	14	27%	14	1634	36%	4	33%	5	33%	4	28%	4	6952	35%	32%	33%	27%	
19 % of Good Cause Granted	Nov-12	103	32%	4	41%	9	44%	11	51%	11	326	38%	3	45%	3	45%	3	55%	3	1993	45%	49%	48%	54%	

Director: Galina Shub  
Sr.Manager: Sharmaine Jones,Linda Turner  
Contract Term: 8/2006-8/2012  
Centers Served: Queens, Jamaica

Demographics	Dec-12
Avg Age	22
% of Cases with Child < 13	
% Female	
% Male	
% TANF	50%
% SNET	0%
% CONV	50%

Language Spoken	Dec-12
English	92%
Spanish	6%
Chinese	0%
Russian	0%
Other	1%

No. of Months on CA	Dec-12	3 Mo.	YTD
No. of Months on CA	0.0		

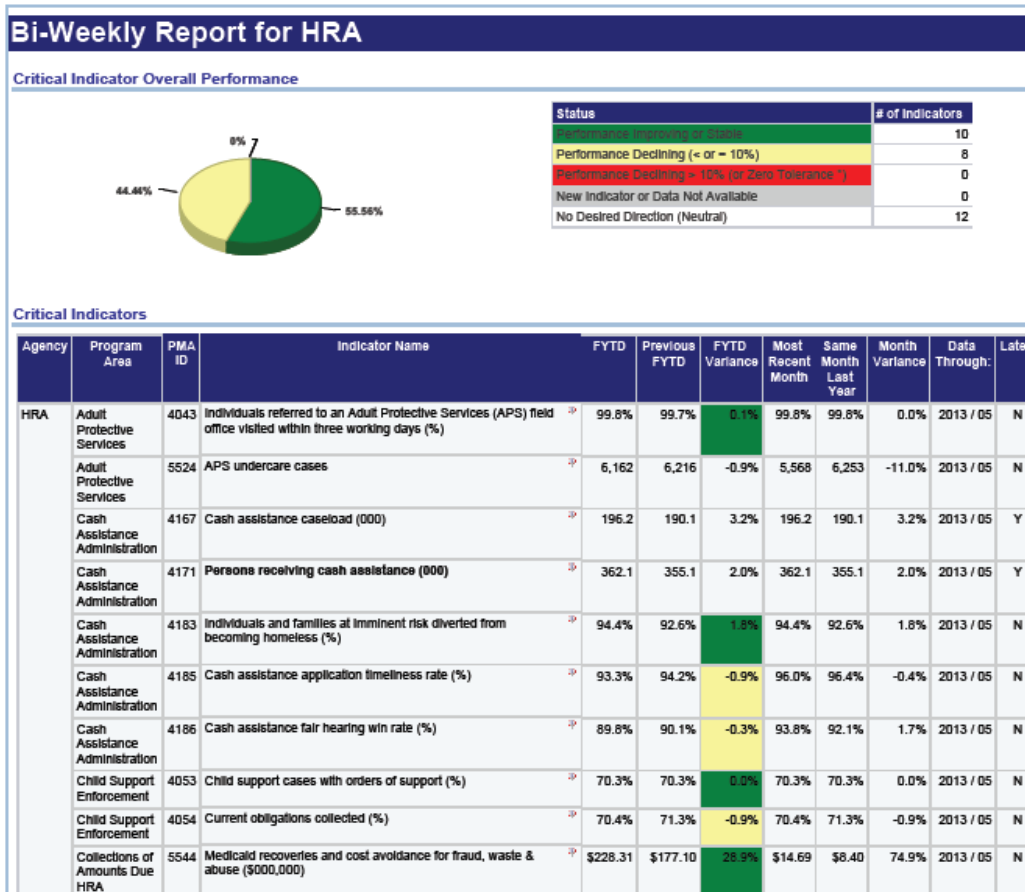
Contract Expenditure Rate	CTD
% of Contract Amount Spent	
% of Contract Elapsed	

Employ Svs Referrals	Dec-12	####	Oct-12
BEGIN			
TAG			
Business Link appts.			

ITA Training	Dec-12	####	Oct-12
Part-time Training	0	0	0
Full-time Training	0	0	0

	2012												YTD Avg			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2012	2011	2010	2009
<b>Referrals</b>																
Applicants	1151	966	1050	1000	1077	1097	1116	1365	1115	1229	1036	706	1076	930	825	819
Undercare (Rollover)	178	169	176	139	185	134	151	158	151	165	168	133	159	180	148	108
Undercare (Return 90 days)	137	155	162	140	157	125	136	142	122	94	104	153	136	124	141	179
Undercare (New 90 days)	194	208	227	194	220	220	208	206	183	253	159	83	196	236	239	145
<b>Open Cases</b>																
Applicant	465	417	422	436	413	448	400	484	543	556	437	1	419	480	527	524
Undercare	645	664	682	573	590	572	516	537	567	630	649	1	552	692	570	412
<b>160F/Ps Entered</b>																
Applicant	40	53	39	58	67	63	62	104	79	59	63	46	61	56	62	78
Undercare	63	59	72	69	103	64	72	73	68	52	76	53	69	73	58	47
Full Time	75	87	93	99	144	99	109	147	120	84	110	85	104	99	95	98
Part Time	29	25	18	28	26	28	25	30	27	27	29	14	26	31	25	27
<b>Paid Milestones</b>																
Employment Plan	460	524	483	511	321	470	455	522	393	592	443	632	484	608	646	617
30 Day Placement	147	109	106	167	147	187	129	136	169	145	118	113	139	122	124	124
160F/P Paid	159	95	73	84	102	112	99	103	122	101	84	95	101	99	94	89
160D Paid	8	13	4	4	6	10	9	10	5	4	3	11	7	6	7	12
160G Paid	0	0	29	79	59	65	21	21	42	40	31	6	31	17	23	23
JRCP														13	118	118
90 Day Retention	90	97	80	88	69	88	83	93	81	77	77	104	86	82	81	69
180 Day Retention	68	53	38	90	60	73	74	59	56	57	57	73	63	67	61	52

# Mayor's Management Report (MMR)



# Monthly Performance to Commissioner's Goals

Program	Measure	2013 Target	Monthly Target	Current Month Actual	Target to Date	Total Actual to Date	Variance to Date	
FIA	Annual Job Placements <sup>1</sup>	88,000	7,333	8,059	44,000	40,000	(4,000)	-9%
	6 Month Retention Rate	80%	80%	78%	80%	82%	2%	
	SNAP Electronic Applications as a % of Applications	40%	40%	26%	40%	23%	-17%	
	SNAP Payment Error Rate <sup>2</sup>	5.50%	5.50%	8.94%	5.50%	8.94%	-3%	
	Social Services Contractor Hiring	800	67	30	400	350	(50)	-13%
	B2W Paid 30 Day Job Placements	10,500	875	1,231	5,250	3,991	(1,259)	-24%
OCSE	Child Support Dollars Collected	\$769,700,000	\$64,141,667	\$61,196,695	\$384,850,000	\$378,244,040	(\$6,605,960)	-2%
	Child Support Order Establishment Rate	80%	80%	70%	80%	70%	-10%	
CAS	WeCARE Job Placements	2,800	233	227	1,400	831	(569)	-41%
	Substance Abuse Job Placements	3,200	267	247	1,600	1,520	(80)	-5%
	HASA Job Placements	1,300	108	127	650	589	(61)	-9%
	HASA Substance Abuse Treatment Enrollment	1,100	1,100	972	1,100	972	(128)	-12% <sup>4</sup>
	HASA Commercial SRO Census	700	700	674	700	674	26	4% <sup>4</sup>
MICSA	Home Care Provider Holds Reduction	\$30,000,000	\$30,000,000	\$19,525,621	\$30,000,000	\$19,525,621	\$10,474,379	35%
	Notification and Determination of Home Care Vendor Recoupments Within 30 Day Time Frame	95%	95%	100%	95%	80%	-15%	
	Medicaid Mail Renewal Error Rate (Household Composition and/or Budgeted Income) <sup>3</sup>	10%	10%	18%	10%	18%	-8%	
ODVEIS/DV	NoVA Eligibles Placed in Domestic Violence Shelter	80%	80%	79%	80%	81%	1%	
IREA	Medicaid recoveries and cost avoidance for fraud, waste & abuse	\$275,000,000	\$22,916,667	\$17,924,651	\$137,500,002	\$131,514,924	(\$5,985,078)	-4%
	SNAP cost avoidance for fraud, waste & abuse	\$36,000,000	\$3,000,000	\$3,522,142	\$18,000,000	\$14,291,858	(\$3,708,142)	-21%
	Cash Assistance recoveries and cost avoidance for fraud, waste & abuse	\$355,000,000	\$29,583,333	\$26,743,527	\$177,499,998	\$177,934,680	\$434,682	0%