

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Corey Johnson
Speaker of the Council

Hon. Margaret Chin
Chair, Committee on Aging



Report of the Finance Division on the
Fiscal 2019 Preliminary Budget and the
Fiscal 2018 Preliminary Mayor's Management Report for the

Department for the Aging

March 23, 2018

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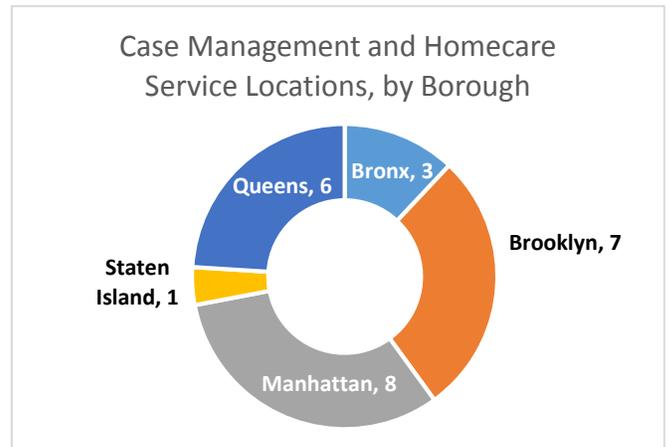
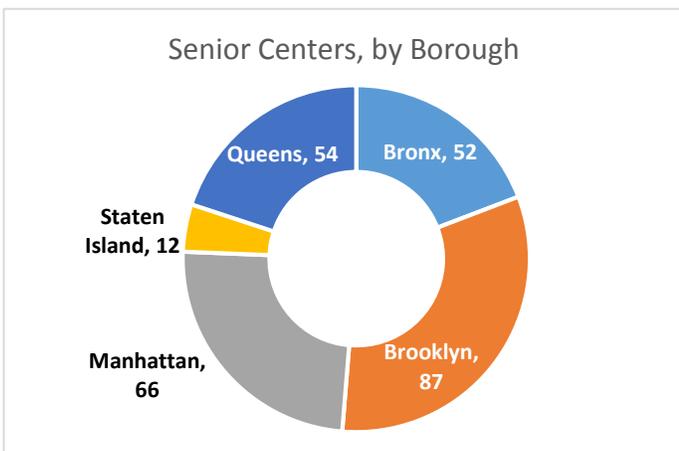
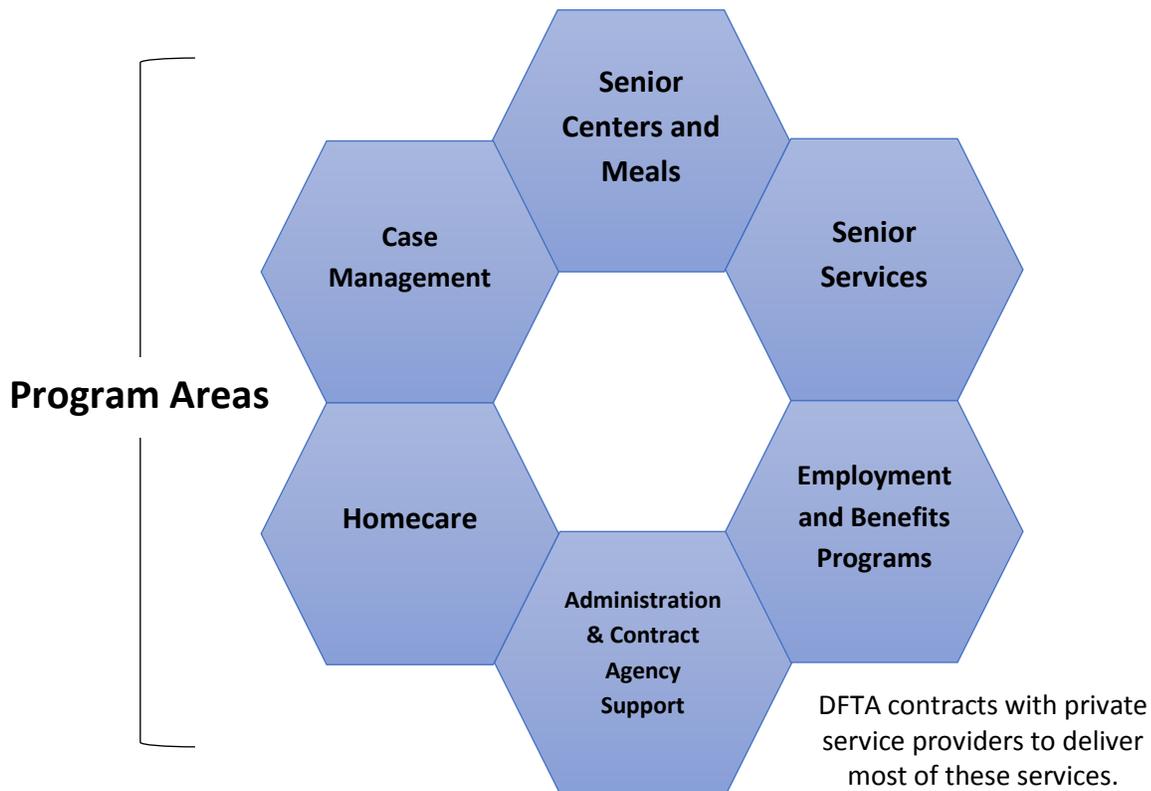
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Department for the Aging Overview

The Department for the Aging (DFTA, or the Department) works for the empowerment, independence, dignity and quality of life of New York City's diverse older adults, as well as for the support of older adults' families through advocacy, education, and the delivery of services. DFTA's budget can be divided into six program areas, as displayed below:

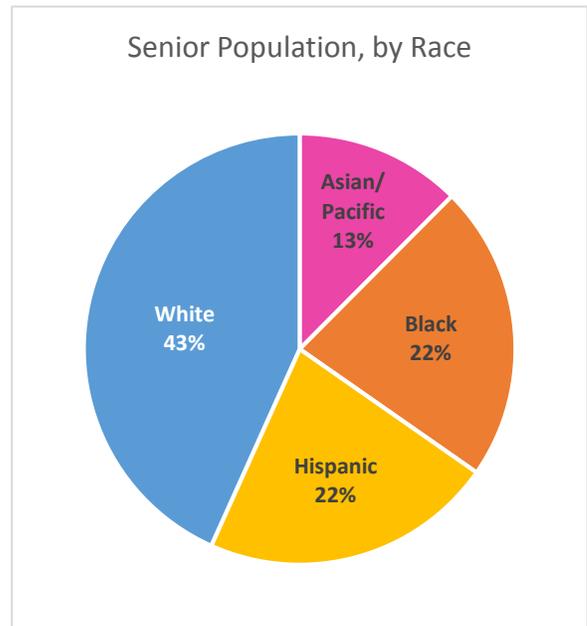
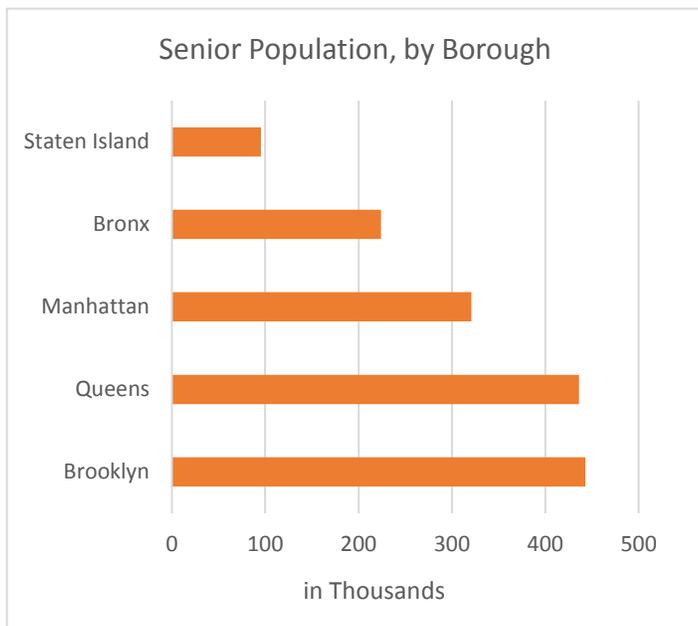


Source: DFTA Website

Senior Population in New York City

Seniors represent the fast growing segment of New York City’s population. By 2040, more than one in every five New Yorkers will be 60 or older. In 2016, the older adult population in the City was 1,639,233, or 19.2% of the City’s total population.¹ Brooklyn and Queens have the most seniors, with over 425,000 each, followed by Manhattan, the Bronx and Staten Island, as shown in the figure on the left below. All boroughs experienced increases in the elderly population between 2000 and 2015. As the figure on the right shows, New York’s seniors are a racially and ethnically diverse population, with 13 percent of over 60 year olds Asian/Pacific; 22 percent Hispanic; 22 percent Black; and 43 percent White. Over a quarter of New York’s seniors have mobility or self-care difficulties, and nearly a quarter received food stamps in the past twelve months. The table on the following page includes highlights from DFTA’s Profile of Older New Yorkers, released in October 2017.

This report provides a review of the Department for the Aging’s Preliminary Budget for Fiscal 2019. The first section presents highlights of the \$344.1 million Fiscal 2019 Expense Budget, including initiatives funded by the Council and the impact of State budget actions. The second section presents the Department’s budget by program area and provides analysis of significant issues, discusses new needs included in the November 2017 and February 2018 Financial Plans and reviews relevant sections of the Preliminary Mayor’s Management Report (PMMR) for Fiscal 2018. The third section reviews the proposed capital budget for the Department with a discussion of significant changes proposed to the \$62.9 million Preliminary Commitment Plan for Fiscal 2018-2022. Finally, appendices are included that list the Budget Actions in the November and Preliminary Plans.



Source: U.S. Census Bureau - American Community Survey, 2015

¹ U.S. Census Bureau - American Community Survey, 2016.

New York City Senior Demographics, 2015²			
		<i>Population</i>	<i>Percent</i>
Population	Total Population	8,251,138	100%
	Persons 60+	1,469,522	17.8
	Persons 65+	1,027,792	12.5
Gender (Age 60+)	Men	613,264	41.7
	Women	856,258	58.3
Living Alone (Age 60+)	Living Alone	424,327	28.9
Race/Ethnicity (Age 60+)	Asian/Pacific	179,759	12.2
	Black	321,016	21.8
	Hispanic	317,819	21.6
	White	624,576	42.5
Federal Poverty Measure (FPL2015)	100% Poverty (FPL) 60+	239,955	16.3
	100% Poverty (FPL) 65+	173,392	16.9
100% CEO ³	100% Poverty (CEO) 60+	299,535	20.7
	100% Poverty (CEO) 65+	215,043	21.3
Employment Status (Age 60+)	Employed	398,717	27.1
	Unemployed	28,815	2.0
	Not in Labor Force	1,014,990	70.9
Immigrants (Age 60+)	Foreign Born	831,978	56.6
Top 7 non-English Primary Languages - Speak English Less Than Very Well (Age 60+)	Spanish	209,783	N/A
	Chinese	86,695	N/A
	Russian	54,263	N/A
	Italian	18,463	N/A
	French Creole	17,759	N/A
	Greek	8,334	N/A
Food Stamps (Age 60+)	Received Food Stamps in Past 12 Months	360,210	24.5
Mobility and Self Care Impaired (Age 60+)	Self-Care/Mobility Difficulties	373,163	25.4

Fiscal 2019 Preliminary Budget Highlights

The City's Fiscal 2019 Preliminary Budget is \$88.67 billion, \$1.23 billion more than the Fiscal 2018 Adopted Budget of \$87.44 billion. The Fiscal 2019 Preliminary Budget includes \$64.94 billion in City tax-levy funding and \$23.73 billion in non-City funds. Although seniors are close to one-fifth of the total population and the fastest-growing age cohort in the City, DFTA's Fiscal 2019 budget is less than

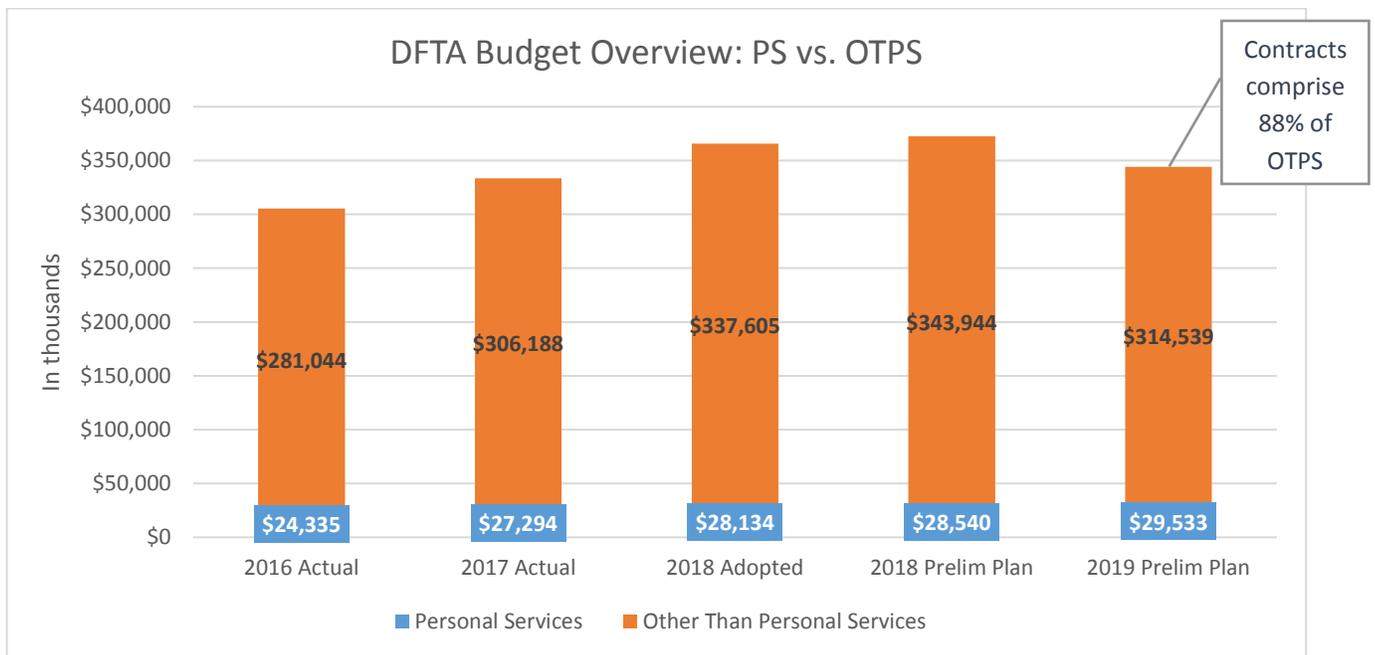
² DFTA Profile of Older New Yorkers, October 2017, Available online at:

<http://www1.nyc.gov/assets/dfta/downloads/pdf/reports/ProfileOlderNYers10262017.pdf>. CEO Poverty Numbers and Percentage are generated by DFTA from CEO Poverty Research Data files for 2011-2014, NYC Center for Economic Opportunity. Data Source: U.S. Census Bureau - American Community Survey, 2011-15 5-Year PUMS.

³ The Center for Economic Opportunity, located within the Mayor's Office of Operations, developed the CEO poverty measure as an NYC-specific alternative poverty measure, in comparison to the official U.S. measure of poverty. It includes a threshold that accounts for the higher cost of housing in New York City. Additionally, it incorporates the value of programs intended to alleviate poverty by adjusting family incomes for benefits such as the Supplemental Nutritional Assistance Program (SNAP) and the Earned Income Tax Credit (EITC).

one percent of the City’s total budget. By comparison, the Fiscal 2018 Adopted Budget of the Department of Youth and Community Development was \$813 million, over twice the size of DFTA’s. The Department for the Aging’s Fiscal 2019 Preliminary Budget totals \$344.1 million, including \$29.5 million for personal services to support 337 full time employees and 352 full-time equivalent positions, and \$314.5 million for Other than Personal Services (OTPS), of which 88 percent supports contracted services.

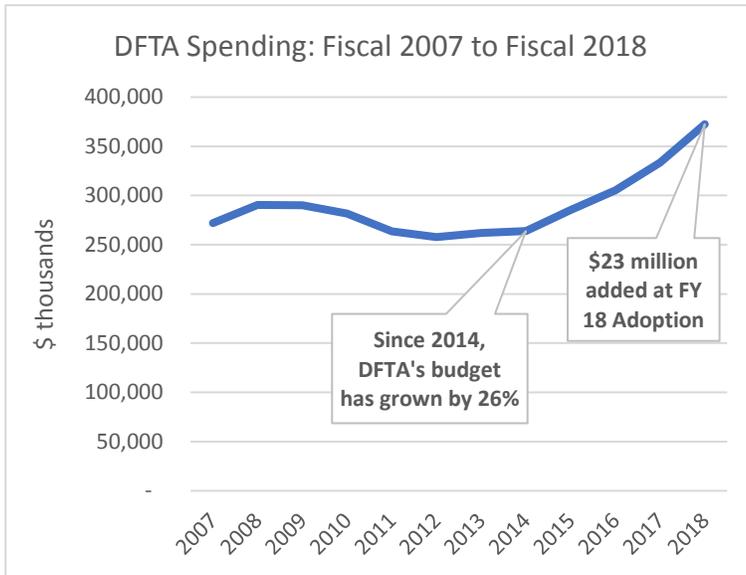
DFTA’s Fiscal 2019 Preliminary Budget is \$21.7 million less than the Fiscal 2018 Adopted Budget of \$365.7 million. The overall decrease in DFTA’s budget is due to the absence of one-time Council funding for senior services, totaling \$21.8 million. In Fiscal 2018, citywide senior services initiatives and local discretionary funding together totaled \$31.6 million. For more information on Council-funded senior initiatives in Fiscal 2018, please refer to pages 11 to 12 of this report. At Fiscal 2018 Budget Adoption, the Council successfully negotiated with the Administration to add nearly \$23 million to DFTA’s baselined budget, a significant new investment in senior services.



When compared to the Fiscal 2018 Adopted Budget, personal services (PS) in the Fiscal 2019 Preliminary Budget increases by \$1.4 million, which primarily reflects four staff hires to conduct audits at a cost of \$1.2 million. While the headcount for these positions was added last year, the positions were filled more recently. The auditors were added in response to the City Comptroller’s June 2017 audit which found deficiencies in the monitoring of DFTA-contracted senior centers.⁴ The \$23.1 million decrease in other than personal services (OTPS) when comparing the Fiscal 2018 Adopted Budget to the Fiscal 2019 Preliminary Budget is primarily associated with the absence of one-time Council funding in Fiscal 2018. The OTPS increase of \$6.3 million between the Fiscal 2018 Adopted Budget and the February Plan’s Fiscal 2018 Budget is also related to the addition of Council discretionary funding, as well as in-year budget modifications.

⁴ City of New York Office of the Comptroller, Audit Report on the Department for the Aging’s Monitoring of Senior Centers, June 27, 2017.

As the graph below shows, DFTA’s spending has grown year-over-year since Fiscal 2012, and is now at the highest levels in the agency’s history. Since 2014, DFTA’s budget has grown by 26 percent. The Council successfully negotiated with the Administration at Fiscal 2018 Budget Adoption to add nearly \$23 million to DFTA’s baselined budget is as follows:



- **Senior Center Contracts:** \$10 million to “right-size” senior center contracts;
- **Homecare Waitlist:** \$6.49 million to address the homecare waitlist of approximately 1,000 seniors;
- **Caregiver Program:** \$4 million for a new program to support caregivers;
- **Case Management:** \$1.2 million to address the case management waitlist of approximately 1,800 seniors; and
- **Weekend Meals:** \$1.2 million for weekend meals, including home-delivered meals and congregate meals.

The Department for the Aging’s Fiscal 2019 Preliminary Budget makes very few changes to DFTA’s core programs, with the exception of one new need totaling \$1.4 million for the Senior Home Sharing Program in Fiscal 2019 and \$1.1 million in Fiscal 2020 and the outyears. For more information on the additional funding for the Senior Home Sharing Program, please refer to page 20 of this report. The November Plan included a one-time reduction of \$1 million for Fiscal 2018 as a result of hiring delays.

- **New Needs:** DFTA has identified one new need, \$1.4 million for the Senior Home Sharing Program in Fiscal 2019, and \$1.1 million in Fiscal 2020 and the outyears.
- **Citywide Savings Program:** DFTA will generate budget savings of \$1 million in Fiscal 2018 as part of the Citywide Savings Program introduced since Adoption. Currently no savings are budgeted for Fiscal 2019.
- **Preliminary Mayor’s Management Report (PMMR) Highlights:** Notable performance metrics reported by DFTA in the 2018 PMMR, which compare data from the first four months of Fiscal 2017 to data from the first four months of Fiscal 2018, include the following:
 - An increase of 6 percent in the hours of case management services provided;
 - A decrease of 19 percent in the hours of home care services provided;
 - Overall stability in senior center attendance and meals delivered, but an apparent decline in senior center utilization rates over the past six years.

Financial Plan Summary

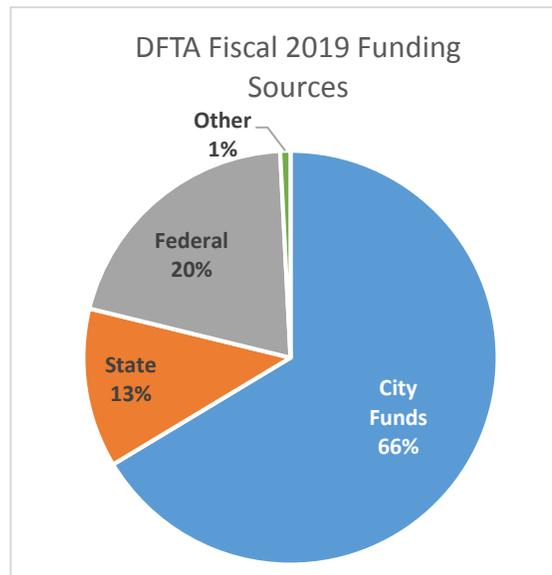
DFTA Financial Summary						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Budget by Program Area						
Administration & Contract Agency Support	\$25,662	\$27,987	\$49,418	\$49,473	\$47,944	(\$1,474)
Case Management	28,045	34,798	37,777	37,777	37,177	(600)
Homecare	20,126	23,148	29,912	29,912	29,912	(0)
Senior Centers and Meals	174,770	182,697	199,003	192,473	182,916	(16,088)
Senior Employment and Benefits	8,038	8,653	7,165	8,414	7,383	218
Senior Services	48,738	56,198	42,463	54,434	38,741	(3,722)
TOTAL	\$305,379	\$333,482	\$365,739	\$372,484	\$344,072	(\$21,667)
Funding						
City Funds	\$186,582	\$210,599	\$250,262	\$249,226	\$228,378	(\$21,884)
Other Categorical	0	170	0	314	0	0
State	43,047	43,681	42,907	43,189	42,822	(85)
Federal - Community Development	2,625	1,245	2,241	3,811	2,241	0
Federal - Other	70,989	75,070	69,958	73,682	70,115	157
Intra City	2,137	2,717	370	2,264	515	145
TOTAL	\$305,379	\$333,482	\$365,739	\$372,484	\$344,072	(\$21,667)
Budgeted Headcount						
Full-Time Positions - Civilian	274	296	337	337	337	0
Full-Time Equivalent Positions	457	429	351	350	352	1
TOTAL	731	725	688	687	689	1

**The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.*

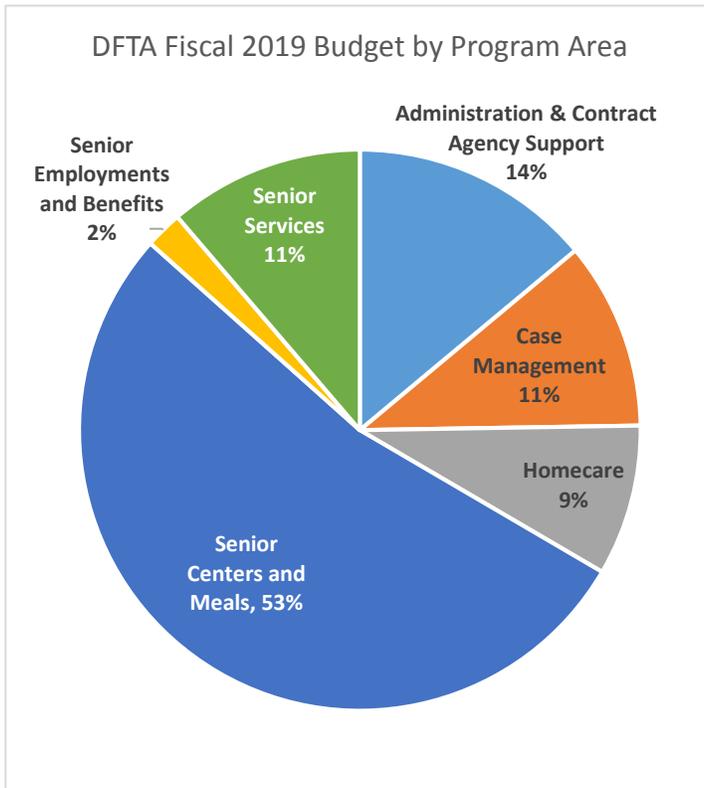
The Department for the Aging’s Fiscal 2019 Preliminary Budget of \$344.1 million is \$21.7 million less than the Fiscal 2018 Adopted Budget of \$365.7 million. As stated previously, the overall decrease in DFTA’s budget and decrease in City funding is largely due to the absence of one-time Council funding. The Council added \$31.6 million to DFTA in the Fiscal 2018 Adopted Budget, which equates to more than nine percent of DFTA’s total budget for the current fiscal year. State and federal funding varies based on when appropriations are reflected in the Budget.

As shown in DFTA’s Financial Summary, 66 percent or \$228.4 million of the agency’s Fiscal 2019 Preliminary Budget comes from City funding, with State sources contributing 13 percent or \$42.8 million and federal sources contributing another 21 percent or \$72.3 million. Since Fiscal 2014, City funding for DFTA has increased by over 10 percent, while State and federal grants have decreased by almost three and eight percent, respectively.

As previously discussed, DFTA’s only new need in the Fiscal 2019 Preliminary Budget is a \$1.4 million allocation for the Senior Home Sharing Program. In addition, the agency’s Preliminary Budget reflects a \$1.4 million increase in Personal Services spending, which primarily reflects four staff hires to conduct audits at a cost of \$1.2 million. The headcount for these positions was added



last year in response to the City Comptroller’s June 2017 audit which found deficiencies in the monitoring of DFTA-contracted senior centers. Property and Equipment increases by \$488,000 in the Fiscal 2019 Preliminary Budget to reflect back pay for city leases paid to landlords.



In comparing the Fiscal 2019 Preliminary Budget to the Fiscal 2018 Adopted Budget, the number of budgeted full-time positions remains the same, while full-time equivalent positions (FTE) increases by one.

The largest area of spending for the agency supports senior centers and meals. There are 230 Neighborhood Senior Centers, 16 Innovative Senior Centers and 29 affiliated program sites. Approximately 53 percent or \$182.9 million of DFTA’s \$344.1 million budget for Fiscal 2019 supports senior centers and meals. This includes a \$10 million increase in baselined funding that was added in the Fiscal 2018 Adopted Budget. Approximately 11.7 million meals are served annually, including home delivered and congregate meals. The average daily attendance at senior centers is approximately 29,000.

The homecare budget is nine percent of DFTA’s budget or \$29.9 million, and serves approximately 11,000 seniors annually. The case management budget is 11 percent of DFTA’s budget or \$37.2 million, and serves approximately 33,000 seniors annually. The senior services budget is 11 percent of DFTA’s budget or \$38.7 million, and the senior employments and benefits budget is two percent of DFTA’s budget or \$7.3 million. Finally, the administration and contract agency support budget is 14 percent of DFTA’s budget or \$47.9 million. Among other duties, this program area supports the management of 1,394 contracts at totaling \$277.8 million.

Revenue

City funds comprise the largest share of DFTA’s budget, at 66 percent or approximately \$228.4 million. State revenue comprises 13 percent, or \$42.8 million, of DFTA’s budget, while federal revenues account for 21 percent, or approximately \$72.3 million.

Federal and State revenue sources have different rules regarding how DFTA can use them. A portion of unspent federal funding can be rolled over and used in program areas in the following fiscal year, while the State must sign off on the Department’s funding. The latter measure leads to a predictable lag in State funding being reflected in DFTA’s budget.

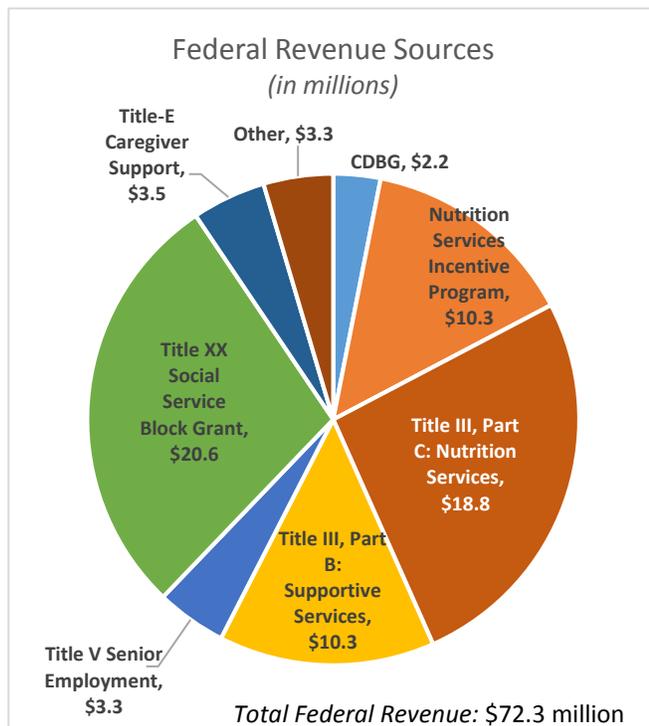
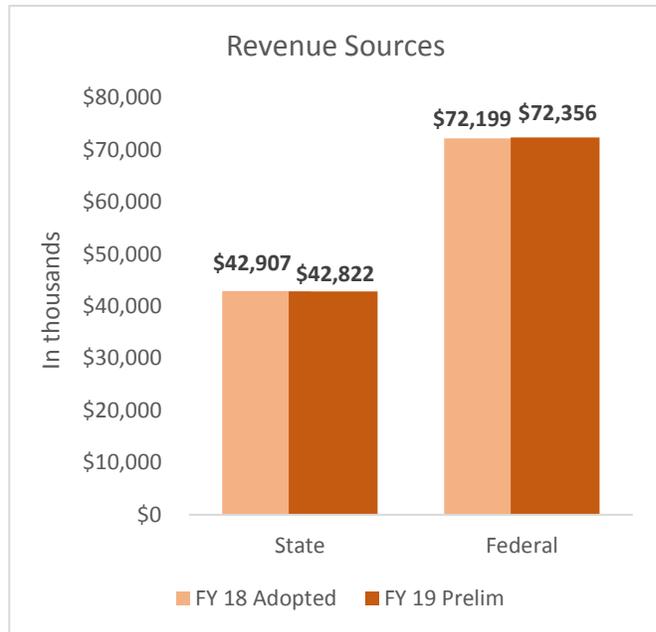
Federal Revenue

Federal revenue sources totaling \$72.3 million, including Federal Community Development grants, are shown in the chart to the right. Major sources largely spent on the Senior Centers and Meals program area include: Title XX Social Service Block Grant at \$20.6 million; Nutrition Services Incentive Program at \$18.8 million; Title III, Part C: Nutrition Services Incentive program at \$10.3 million; and Title III, Part B: Supportive Services at \$10.3 million. These sources offer an array of activities and supports at senior centers and fund home-delivered and congregate meals.

Major federal sources for the Senior Services program area include Title-E Caregiver Support at \$3.5 million, which aims to maximize informal supports such as in-home services and transportation services that enable seniors to remain in their homes and communities.

The Senior Employments & Benefits program area includes Title V Senior Community Service Employment Program grants at \$3.3 million, which enable thousands of low-income seniors each year to earn and learn while working in local programs serving their community.

Federal Community Development Block Grant (CDBG) funding totals \$2.2 million and is divided between the Senior Centers and Meals, Administration and Contract Agency Support, and Senior Services program areas. CDBG is one of the longest-running programs of the U.S. Department of Housing and Urban Development and funds local community development activities. For seniors this includes meals, minor home repair programs, and senior centers.

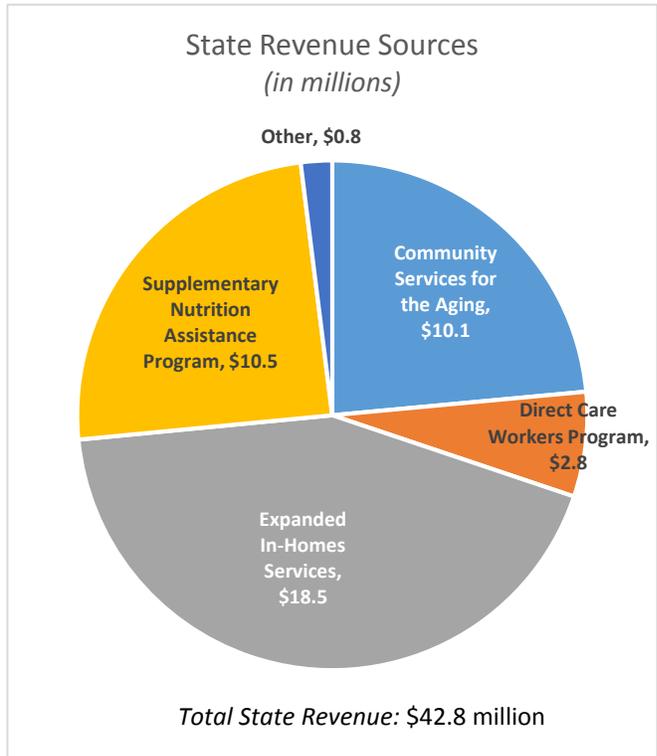


State Revenue

State revenue sources totaling \$42.8 million are shown in the chart to the right. Nearly \$10.5 million helps fund nutrition programs for seniors.

Expanded In-Homes Services (EISEP) funding at \$18.5 million is used across all nearly all program areas to assist with case management and home care for seniors who need help with everyday activities and want to remain at home, but are not eligible for Medicaid.

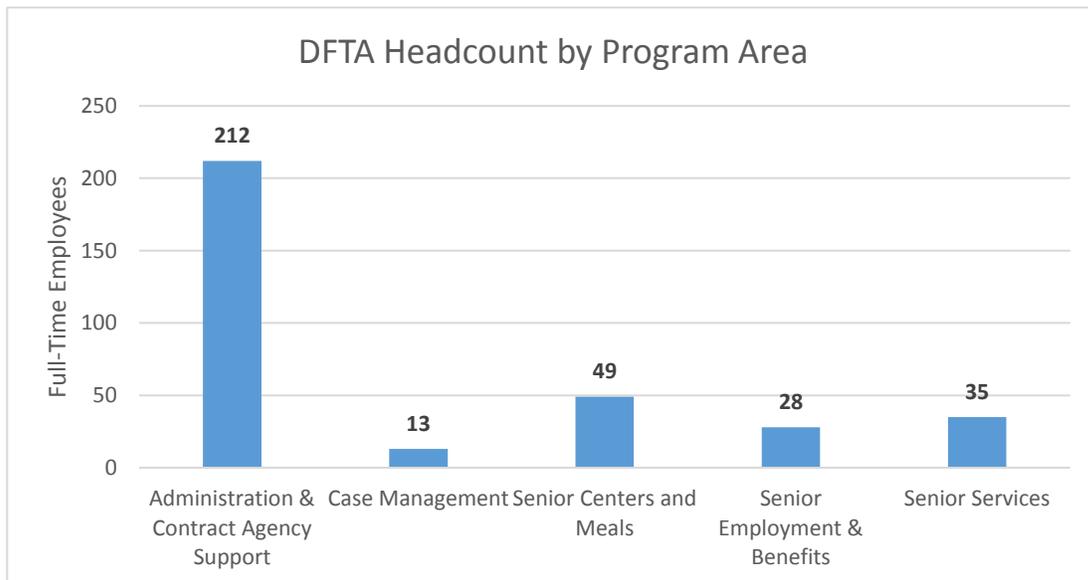
In addition, \$10.1 million through the Community Services for the Aging program serves a similar purpose of keeping seniors aging in place and outside of institutional settings where possible. Program participants receive a variety of different supports and non-medical care specifically selected to meet their needs, which may include personal care at home and/or in adult day care, transportation assistance, and home-delivered meals.



Headcount

The Department’s Fiscal 2019 Preliminary Budget provides for 337 full-time positions and 352 full-time equivalent positions across six program areas. As of January 2018, the Department was operating with a 12 percent staff vacancy rate, or about 40 vacant positions. The Administration & Contract Agency Support program area has the largest headcount with 212 budgeted full-time positions, which comprise 72 percent of the Department’s entire full-time staff. There is a small increase of one Full-Time Equivalent Position in the Department’s Fiscal 2019 headcount.

The chart on the following page shows DFTA’s headcount by program area.



Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant or personnel service provided to the City by means of a contract. In fact, the Contract Budget is a subset of the OTPS portion of the City’s Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. The City’s Fiscal 2019 Preliminary Contract Budget totals \$15.6 billion for procurement expenditures across all agencies.

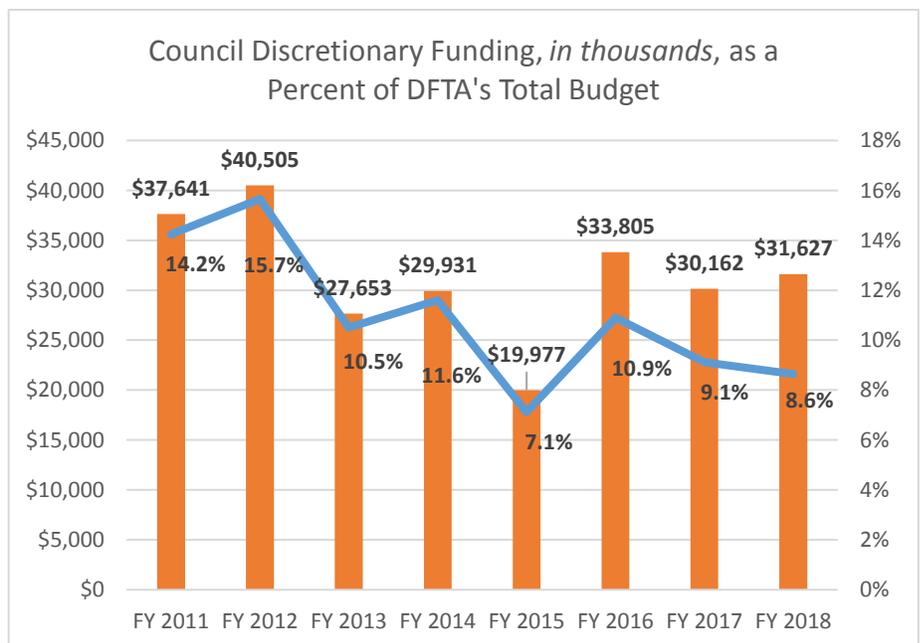
DFTA’s core functions – case management, senior centers, and homecare – are carried out almost exclusively by private agencies under contract with DFTA. DFTA’s Contract Budget totals \$277.8 million, or 88 percent of its overall Fiscal 2019 OTPS budget of \$314.5 million. The Fiscal 2019 Contract Budget for the agency is \$25.4 million less than its Fiscal 2018 Adopted Contract Budget. This decrease in contractual spending is due to a reduction of the number of “Payments to Delegate Agencies” contracts for senior centers and meals, as well as senior services, that were funded by the Council in Fiscal 2018.

The largest category of contracts for DFTA are “Payments to Delegate Agencies,” which mainly consists of senior center, senior services, case management, and homecare contracts. Over 98 percent of DFTA’s contracting budget goes towards “Payments to Delegate Agencies,” totaling nearly \$277.8 million for Fiscal 2019. Within the category, DFTA estimates 244 contracts totaling \$130.3 million for senior centers, 32 contracts totaling \$35.9 million for case management services, and 24 contracts totaling \$29.9 million for homecare services. The budget structure should be expanded to include specific categories for each of DFTA’s core functions, rather than combining many functions into a single “Payments to Delegate Agencies” category.

Appendix C on page 27 includes a detailed description of DFTA’s Fiscal 2019 Preliminary Contract Budget by category.

Council Initiatives

The Council’s senior services initiatives provide critical support for core DFTA operations and senior services, as well as funding for niche senior populations, including Holocaust Survivors, immigrant, and Lesbian, Gay, Bisexual and Transgender (LGBT) seniors. Since Fiscal 2011, the Council has provided, on average, 11 percent of DFTA’s Adopted Budget through initiative funding. The percent has decreased in recent years as DFTA has baselined several Council initiatives, and the Administration and Council have partnered to increase support for



DFTA. The following table provides a breakdown of Council funding as a portion of DFTA's overall budget from Fiscal 2011 to Fiscal 2018. Council funding includes Citywide senior services initiatives as well as local discretionary funding.

In Fiscal 2018, the New York City Council allocated \$31.6 million to support senior services across the City and fill funding gaps in DFTA's operations. \$21.8 million funded 12 citywide initiatives, while \$9.8 million funded local initiatives through the Aging, Anti-Poverty, Boro and Local discretionary initiatives. For detailed information on Council initiatives, please refer to Appendix B on pages 26 and 27 of this report.

Fiscal 2018 Council Initiatives	
<i>Dollars in Thousands</i>	
Council Initiatives	
Access to Critical Services for Seniors	\$1,180
Borough Presidents' Discretionary Funding Restoration	1,130
Elder Abuse Enhancement	335
Elie Wiesel Holocaust Survivors Initiative	3,000
Healthy Aging Initiative	1,810
Information and Referral Services	408
LGBT Senior Services in Every Borough	1,500
Naturally Occurring Retirement Communities (NORCs)	3,850
Senior Centers for Immigrant Populations	1,500
Senior Centers, Programs, and Services Enhancement	3,000
Social Adult Day Care Enhancement	1,056
Support Our Seniors	3,060
Subtotal	\$21,829
Local Initiatives	\$9,798
TOTAL	\$31,627

Budget Issues

- **Potential Homecare and Case Management Wait List in Fiscal 2019:** At Fiscal 2018 Budget Adoption, \$6.49 million in baselined funding was added to address DFTA's homecare waitlist of approximately 1,000 seniors. In addition, \$1.2 million in baselined funding was added to address DFTA's case management waitlist of approximately 1,800 seniors. DFTA has worked in Fiscal 2018 to provide additional services, although it is not clear if this funding is sufficient to fully clear the waitlist and ensure seniors have prompt access to these services in the future.
- **Weekend and Congregate Meal Funding:** At Fiscal 2018 Budget Adoption, \$1.2 million in baselined funding was added to support weekend meals, including home-delivered and congregate meals. DFTA's ongoing review of its meal program should consider the total amount of funding that is required to keep seniors from going hungry.
- **State Funding Formula:** DFTA is aware of possible changes in the county-share formula that distributes revenues across the State. This may lead to a small reduction in funding in Fiscal 2019.

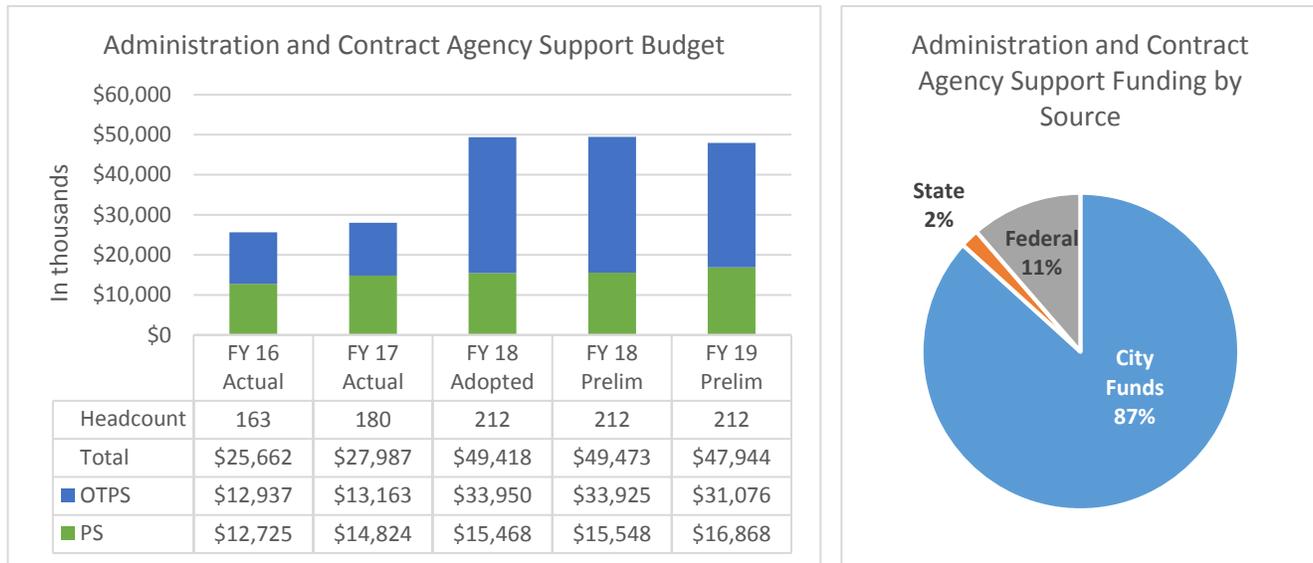
Program Areas

The Department for the Aging is organizationally split into the following six program areas: Administration & Contract Agency Support; Case Management; Homecare; Senior Centers and Meals;

Senior Employments & Benefits; and Senior Services. There are only four Units of Appropriation (U/A) despite the Department containing eleven PS and OTPS units across the six program areas.

Administration & Contract Agency Support

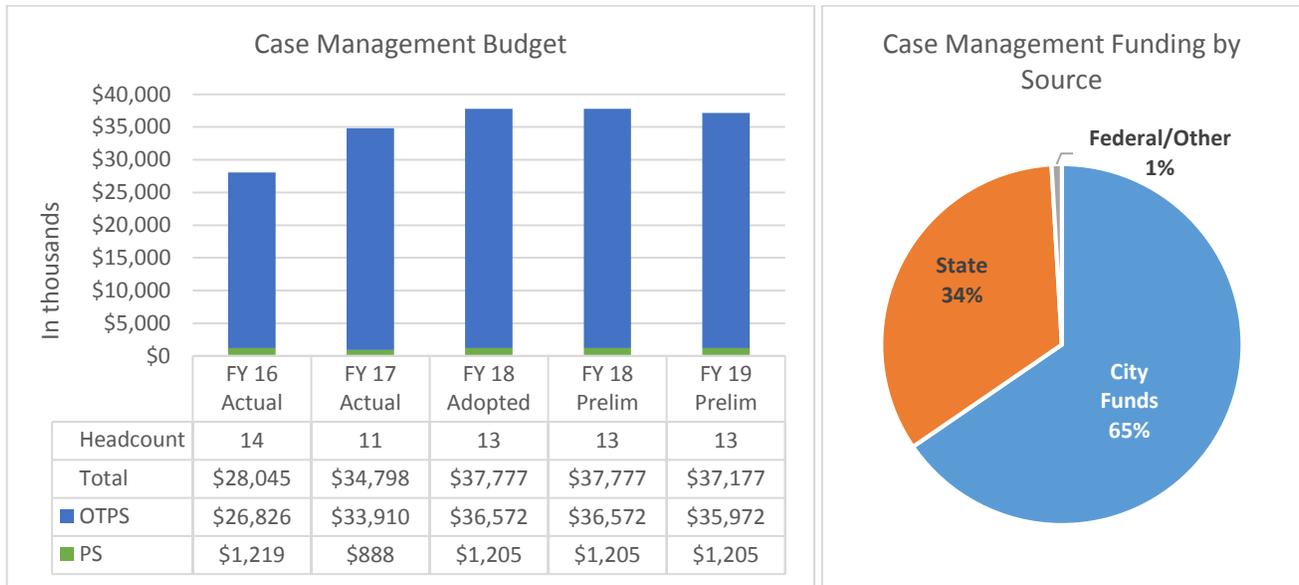
The Administration and Contract Agency Support program area includes funding for personnel, supplies, and support contracts to provide for administration and program oversight. Certain contract agency expenses, including insurance, facility leases, and utilities, are paid directly by the City on behalf of providers.



The proposed budget for Administration and Contract Agency Support for Fiscal 2019 totals \$47.9 million, a decrease of \$1.7 million when compared to the Fiscal 2018 Adopted Budget. The decrease is the result of the absence of discretionary Council funding for organizations without an underlying DFTA contract. The budget also reflects spending on four staff hires to conduct audits at a cost of \$1.2 million. The headcount for these positions was added last year in response to the City Comptroller’s June 2017 audit which found deficiencies in the monitoring of DFTA-contracted senior centers. See Appendix E on page 31 for related PMMR indices.

Case Management

DFTA’s case management services are vital for New York City’s seniors as they represent the primary opportunity to connect clients with other services and resources that can enhance their quality of life and independence. Case management agencies assess homebound seniors and link them to services, including home delivered meals, homecare, information and referral, and other supportive programs. Seniors access case management services through referrals from senior centers, home delivered meal providers, hospitals and other community-based social service and health care agencies. Eligible individuals are 60 years of age or older, require assistance from another person, and must not be eligible to receive similar case management services from any other government-funded program, in addition to other requirements.



As indicated in the table above, the Fiscal 2019 Case Management budget totals \$37.1 million. In Fiscal 2018, \$1.2 million in baselined agency funding was added to address the case management waitlist of approximately 1,800 seniors. The average caseworker to client ratio is approximately 65:1. The City funds nearly two-thirds of the case management services budget, with State funds comprising the other one-third, mainly through \$9.3 million in Expanded In-Homes Services (EISEP) funding and \$2.9 million in Community Services for Aging funding. The OTPS budget of \$35.9 million supports 32 contracts, while PS spending supports a headcount of 13 positions.

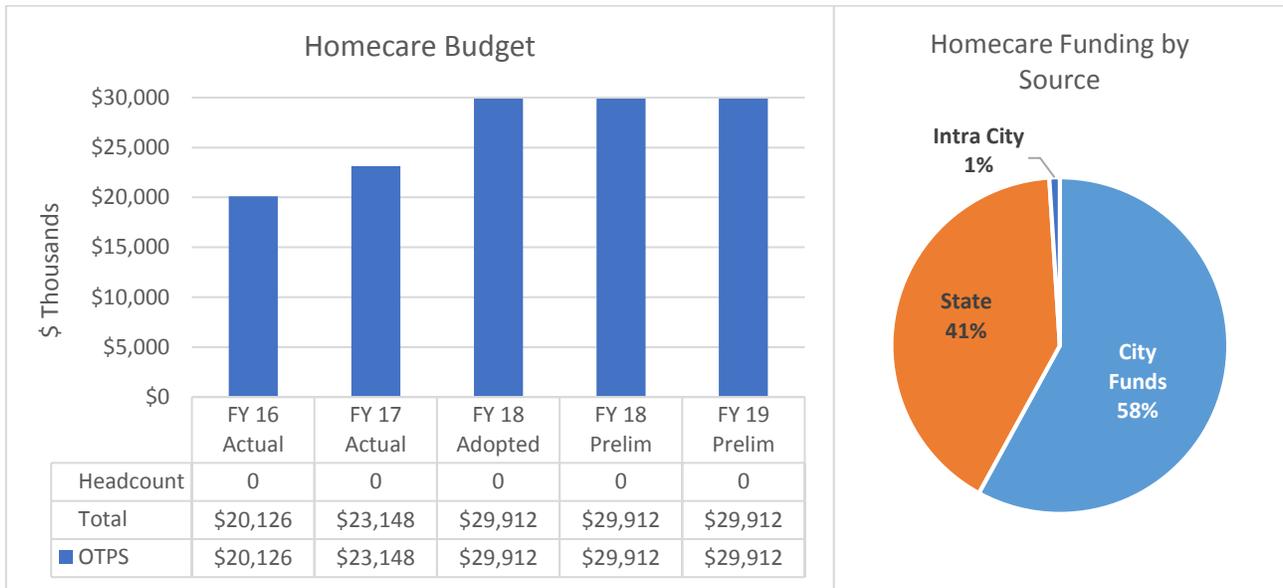
PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Hours of case management services provided	456,838	534,459	537,235	462,112	462,112	169,207	179,970
Total recipients of case management services	28,898	32,737	33,041	*	*	24,697	24,937

- With additional discretionary and baselined funding, the total number of hours of case management services provided and the total number of recipients of case management services have steadily increased from Fiscal 2015 to Fiscal 2018.
- Additional PMMR measures that do not currently appear but could be considered include: Quarterly report of case management ratios by provider: DFTA often reports the ratio as an average which is within the recommended limit of 65 cases to 1 case manager, however there may be providers considerably over this ratio despite the average ratio.

Homecare

The Homecare Program provides assistance to frail, low-income seniors to assist with daily chores and personal care and help them remain safely in their homes. This may include housekeeping and personal care, meal preparation, companionship, supervision of medications and doctor’s visits, referrals to legal and financial experts, as well as other necessary services. DFTA also provides emergency homecare to enable elderly persons to be discharged from hospitals or other facilities before other homecare arrangements, including Medicaid or Medicare-funded services, have been put into place. All homecare services are contracted through non-agency entities.



As indicated in the table above, the Fiscal 2019 Homecare budget totals \$29.9 million and includes only OTPS spending that supports 24 contracts. The City funds about 58 percent of the Homecare Program, up from 46 percent in Fiscal 2017. State funding has declined as a share over this period. About 70 percent of State funding comes from the Expanded In-Homes Services Program (EISEP), which supports homecare services for low-income seniors who are above the Medicaid threshold. Seniors who qualify for homecare support through EISEP pay for a portion of the homecare.

Key Issue

- **Homecare waitlists:** At Fiscal 2017 Budget Adoption, \$4.25 million was added on a one-time basis in an effort to eliminate the homecare waitlist. This amount was not sufficient, however, and the Fiscal 2018 budget baselined \$6.49 million in funding to address the outstanding homecare waitlist of approximately 1,000 seniors. DFTA stopped opening new homecare cases in the first quarter of Fiscal 2018 in order to reduce the homecare waitlist. The waitlist reopened in the second quarter of Fiscal 2018 and service delivery, by client and hours, is now increasing while the waitlist is decreasing.

PMMR Performance Measures

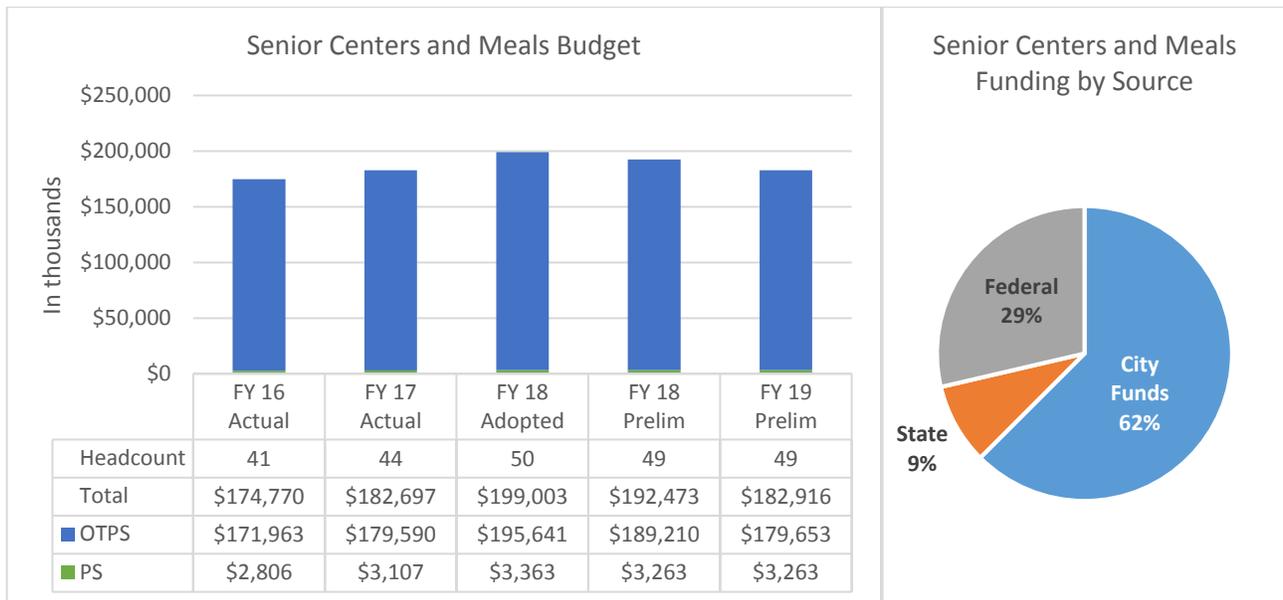
Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Hours of home care services provided	906,442	1,102,019	1,207,529	961,500	961,500	436,398	354,454
Total recipients of home care services	2,928	3,831	3,087	2,900	2,900	3,063	2,701

- As discussed in the Key Issue area above, the number of hours of home care services provided and the total number of recipients of home care services declined in the first quarter of Fiscal 2018 because DFTA stopped opening new homecare cases in order to reduce the homecare waitlist.
- The number of hours of homecare services provided and total number of recipients of such services have consistently been above DFTA’s Performance Indicator targets. It is not clear how DFTA’s targets are set.

- Additional PMMR measures that do not currently appear but could be considered include: Number of clients, number of homecare hours, and average number of homecare hours broken down by 1) type of services, housekeeping versus personal care; and 2) if receiving fully or partially subsidized homecare requiring a client payment.

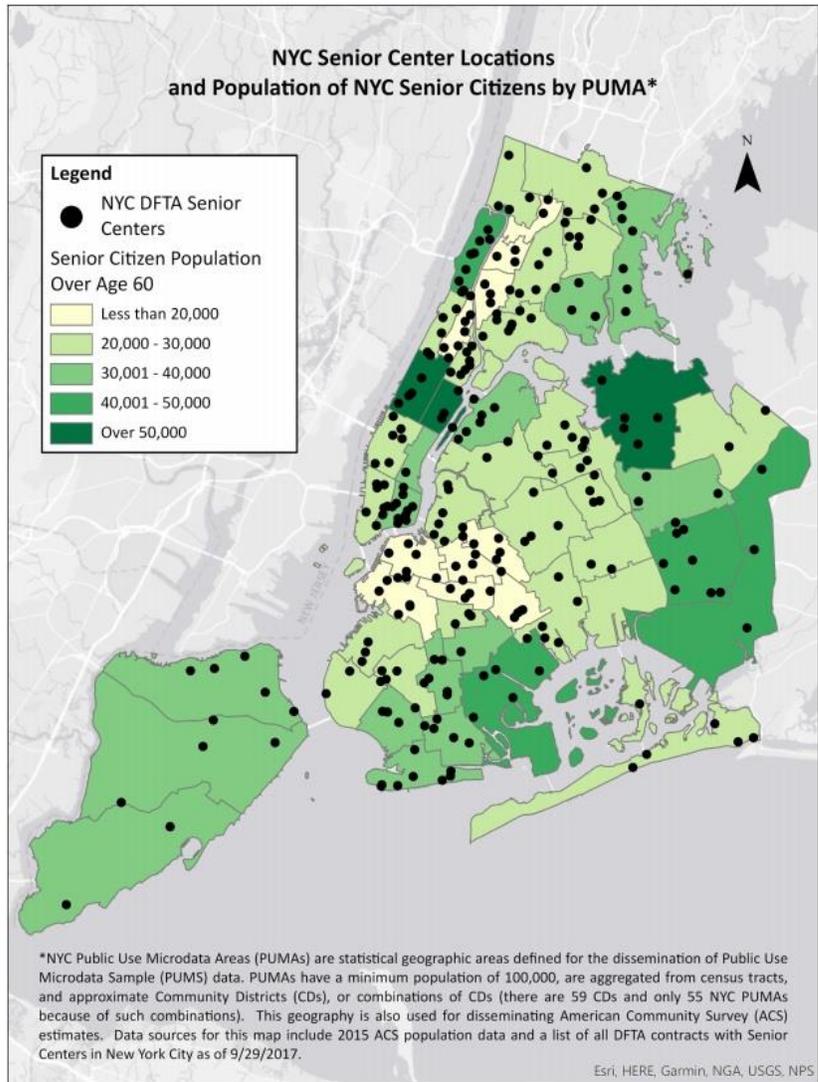
Senior Centers and Meals

The core of DFTA’s service portfolio is the agency’s citywide network of 246 contracted senior centers. Senior centers frequently provide educational programs, congregate and home delivered meals, exercise programs, and recreational programming in community-based settings. In addition to 230 Neighborhood Senior Centers, there are 16 Innovative Senior Centers (ISCs) which provide enhanced programming in wellness, arts, culture, technology and volunteering, and 29 affiliated program sites.



The Fiscal 2019 Preliminary Budget for senior centers and meals totals just over \$182.9 million, \$16.1 million less than the Fiscal 2018 Adopted Budget. The \$16 million decrease is the net impact of absence of the one-time Council initiative funding, including monies for senior centers and meals. Within its OTPS spending of \$179.7 million, DFTA has 244 contracts to support its senior center programs, which are managed by private entities. The \$3.3 million PS budget supports a headcount of 49 positions. One vacant but previously budgeted position has been removed from the headcount.

In the Fiscal 2019 Preliminary Budget, the City funds about 62 percent or \$114.3 million of the Senior Centers and Meals Program. Federal funding is the next largest source of funding, currently totaling about 29 percent or \$52.4 million. Fifty-five percent of Federal funding comes from nutrition programs, both Title III, Part C: Nutrition Services and Nutrition Services Incentive Program, while the Title XX Social Services Block Grant Funding contributes another 34 percent. The State’s major contribution is through the Supplementary Assistance Program at \$10.5 million in Fiscal 2019.



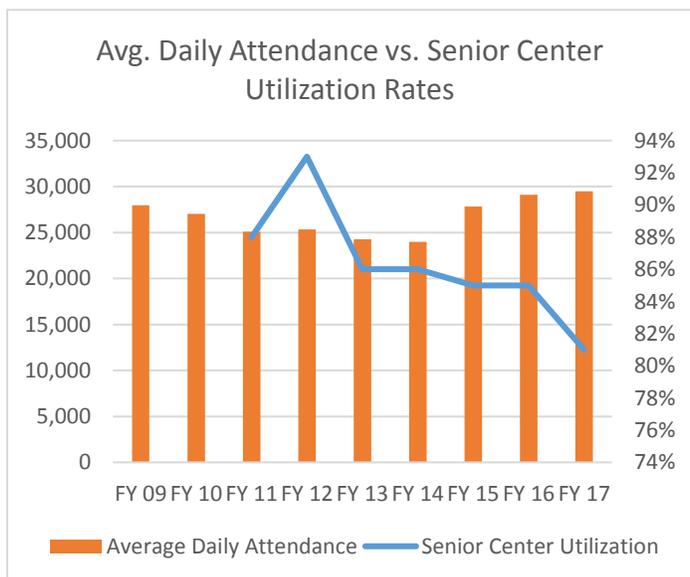
Source: New York State Comptroller

Key Issues

- **\$10 million to “right-size” senior center contracts:** The Fiscal 2018 Adopted Budget included \$10 million to help senior centers better cover costs and begin to standardize funding to ensure adequate and equitable staffing and programming across all providers. The \$10 million was viewed as an important first step towards the achieving these important goals, and OMB has expressed that right-sizing is best viewed as a three-year, phased-in project that by full implementation in Fiscal 2021 will rise to a total baselined investment of \$20 million. Sufficiently funded senior centers based on the right-sizing model will not receive a contract amendment increasing their baselined budget.
 - **Review process:** DFTA and OMB completed a thorough review of the current state of senior centers, including program quality and funding, and solicited feedback from providers. Their review showed that leadership and programming were two of the key

attributes of a vibrant senior center. Accordingly, the model budget focused on ensuring that providers all have adequate funding to support high quality direct staff and programming.

- **Rent, utilities, food, OTPS:** Rent and utilities were not included in the model, but will be negotiated on a case-by-case basis. Furthermore, food and OTPS are also not addressed in the model budget, and providers may similarly work with DFTA should they have significant issues with these line items. OMB has said that they intend to conclude an analysis of food and meals this year. The State Comptroller published an Audit of DFTA’s senior meals program in January 2018, raising issues with DFTA’s overbudgeting for some senior center’s congregate meals programs. The Comptroller recommended aligning senior center contracts more closely with the needs of the senior population.
- **Performance metrics:** DFTA will monitor key performance metrics in light of the additional funding senior center participants’ enrollment in and completion of evidence-based health promotions activities proven through research to have beneficial outcomes for participants. DFTA will also conduct bi-annual sample reviews of participants enrolling in other education and recreation activities in order to determine client satisfaction and self-reported changes in health, knowledge, etc.
- **Next steps:** As of March 2018, DFTA continues to work with OMB to deliver contract amendments that will allow qualified senior centers to access their share of the \$10 million allocation. To the extent possible, amendments will be retroactive to the beginning of Fiscal 2018. DFTA will issue a concept paper in Calendar Year (CY) 2019 and an RFP in CY 2020 for senior center contracts that will have a Fiscal 2022 start date (July 1, 2021).
- **Weekend meals:** In addition, \$1.2 million in baselined funding was added to DFTA’s 2018 Adopted Budget for weekend meals, including home-delivered meals and congregate meals. DFTA has contracted with PricewaterhouseCoopers to conduct an operational assessment of its Home Delivered Meals Program, in which 17 non-profit providers currently deliver approximately 22,000 meals each day, in order to improve quality and efficiency.
- **Senior Center Utilization Rates:** As shown in the chart below, although average daily attendance figures in senior centers have increased from their low of 23,983 in Fiscal 2014 to the current level of 29,492, there are concerns about the declining senior center utilization rate, which currently stands at 81 percent. There are concerns that the growing number of social adult day care (SADC) programs citywide may be attracting seniors who would otherwise attend senior centers. For more information, see “Senior Services: Key Issues” on page 21.



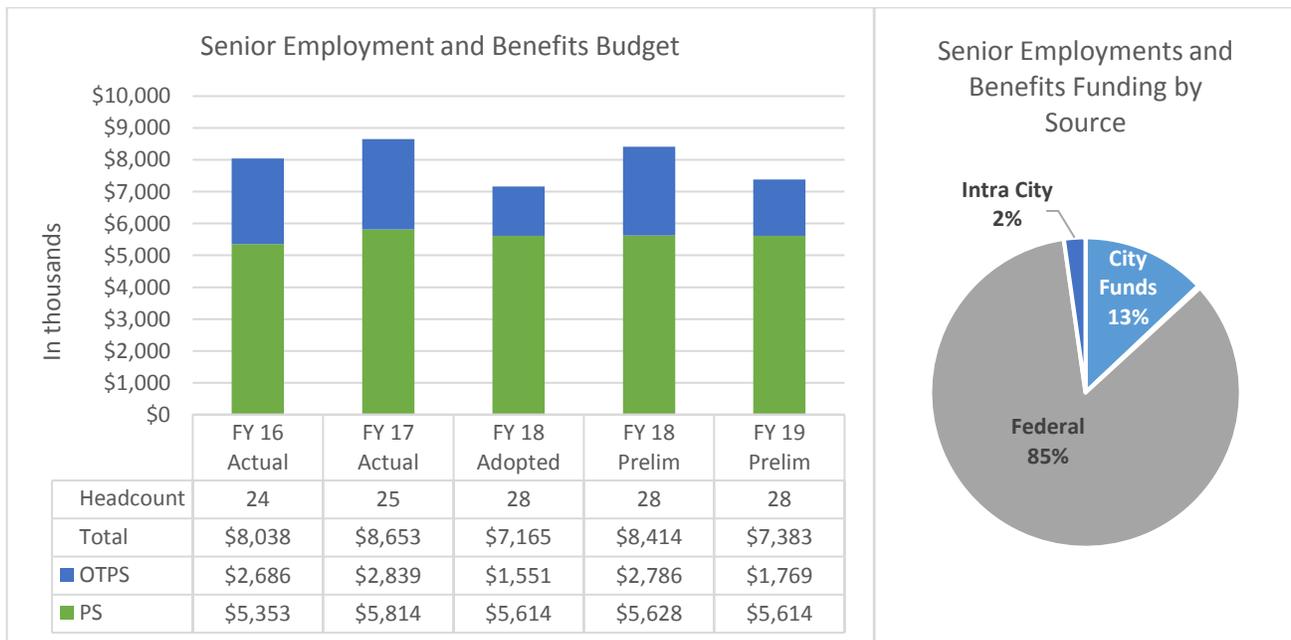
PMMR Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY15	FY16	FY17	FY18	FY19	FY17	FY18
Senior center utilization rate (%)	85%	85%	81%	95%	95%	82%	82%
Average daily attendance at senior centers	27,812	29,118	29,492	26,342	26,342	29,299	30,077
Total meals served (000)	11,671	12,104	11,719	*	*	3,976	3,964
— Home delivered meals served	4,314,854	4,476,454	4,499,127	4,390,494	4,390,494	1,487,151	1,504,136
— Congregate meals served	7,438,498	7,627,922	7,219,969	*	*	2,488,759	2,459,779

- The current PMMR does not includes measures that may be useful, such as the following:
 - Breakdown of senior center utilization by Council District; utilization of Innovative Senior Centers (ISC) versus that of Neighborhood Senior Centers
 - Average age of participant at senior centers

Senior Employment and Benefits

DFTA administers a federal Older Americans Act (OAA) program to help low income New Yorkers, aged 55 and older, receive unique job training that emphasizes both community service and the elimination of the employment barriers that confront older workers. This program area also supports benefit programs which assist seniors with home energy costs through the Home Energy Assistance Program (HEAP), and the Weatherization Referral and Packaging Program (WRAP). Additionally, it provides funding for the Health Insurance Counseling and Advocacy Program (HICAP), which assists seniors with obtaining health insurance suited to their individual needs.



Senior Employment and Benefit’s Fiscal 2019 budget totals \$7.4 million. The OTPS budget is \$1.8 million and the PS budget of \$5.6 million supports a headcount of 28 positions. This program area is the only one for which federal funding is a majority and for which Personal Services Spending is greater than Other Than Personal Service spending. The largest federal aid comes from the Title V Senior Community Service Employment Program, at \$3.3 million in Fiscal 2019. There has been no growth in this federal funding in the past year. This funding enables low-income seniors to earn an important income support by working at local programs serving the community.

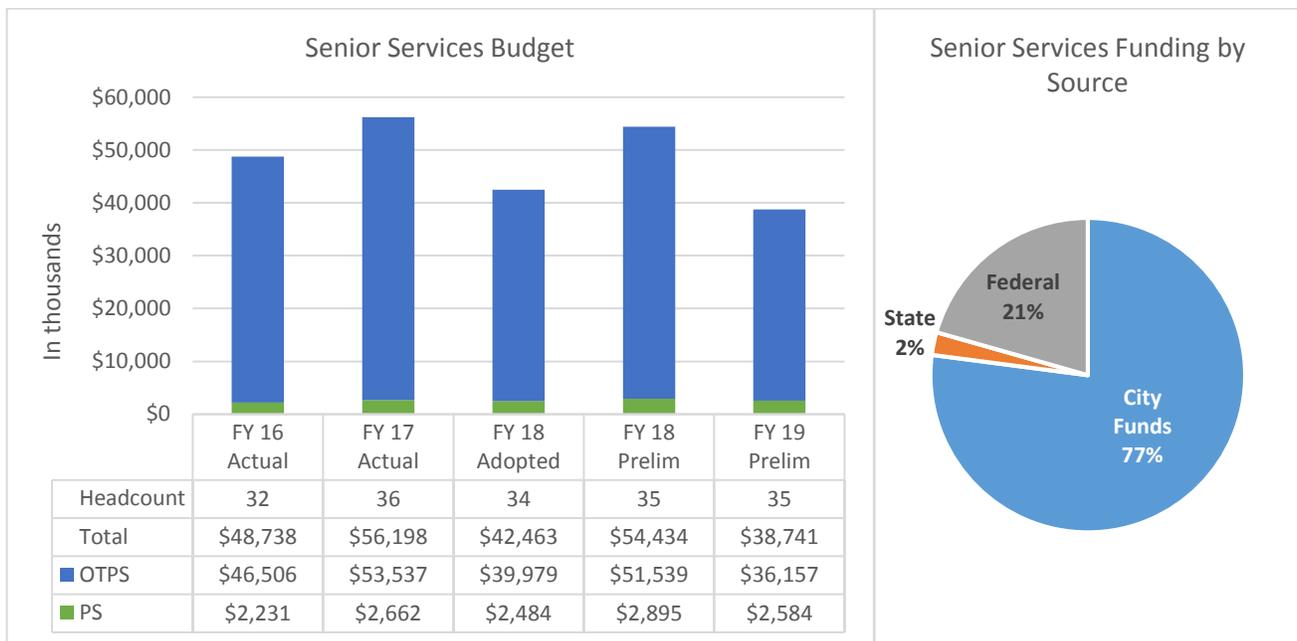
At Fiscal 2018 Budget Adoption, it appeared as though the total Senior Employment and Benefits Program budget declined by one-third to \$7.2 million when compared to Fiscal 2017. However this apparent reduction is only due to the cyclical timeline for when federal aid such as Medicare Enrollment and Title 3D Health Promotion is reflected in DFTA’s program budget. A similar trend is anticipated in Fiscal 2019 (see FY 19 Prelim column in the graph above).

PMMR Performance Measures

- Currently there are no performance measures in this area. Previous Mayor’s Management Reports, such as the 2010 MMR, used performance measures indicating the number of seniors trained for unsubsidized employments (Title V) and the number of senior trainees placed in unsubsidized employment (Title V). In Fiscal 2010, there were 542 seniors who were trained for unsubsidized employment and 123 who were placed into such employment.

Senior Services

Senior services includes caregiver programs, social services and transportation, elder abuse services, the congregate services initiative, extended services, intergenerational funding, legal services, social adult day care services (SADCs), and funding for Naturally Occurring Retirement Communities (NORCs). To minimize the impact, the Council restores a large portion of City funds to this program area.



Seventy-seven percent of funding comes from the City with Federal sources comprising another 21 percent. Ninety-three percent, or \$33.7 million, of the total OTPS budget of \$36.2 million supports contracts, while PS spending of \$2.6 million supports a headcount of 35 positions. There are 52 NORCs in the City, 21 of which are in Manhattan. There are 341 SADCs in the City, only ten of which are contracted through DFTA. The number of SADCs is currently greater than the number of senior centers in the City.

New Need

- DFTA has identified one new need in the Fiscal 2019 Preliminary Budget, \$1.4 million for the Senior Home Sharing Program in Fiscal 2019 and \$1.1 million in Fiscal 2020 and the outyears. The overall concept for the program is to link older adults who have extra private spaces in

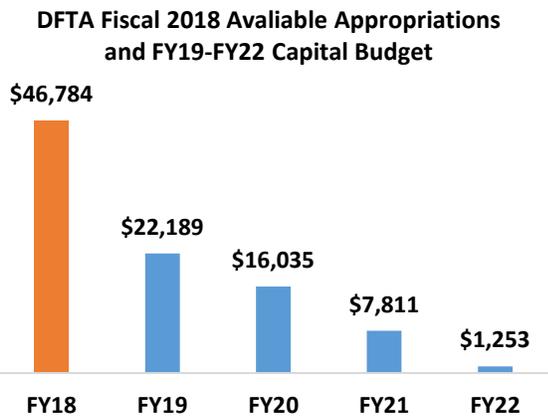
their homes or apartments with appropriate older adults who will share their space. In Fiscal 2018, the Council funded a home sharing program at approximately \$100,000, operated by the New York Foundation for Senior Citizens.

Key Issues

- **Social Adult Day Cares:** A social adult day care (SADC) is a structured program that provides functionally impaired older adults with socialization, supervision, personal care, and nutrition in a protective setting. All New York City Social Adult Day Care programs must register with the Department for the Aging, pursuant to Local Law 9 of 2015. There are concerns that the growing number of Social Adult Day Cares (SADCs) across the City could be reducing the utilization of senior centers and charging Medicaid for unnecessary services. SADCs may be recruiting healthy seniors that do not need social adult day care services in order to receive State Medicaid reimbursement.
- **Caregivers:** DFTA has contracted with community based organizations (CBOs) since 2001 to provide services under the National Family Caregiver Support Program (NFCSP). In Fiscal 2017, DFTA contracted with ten caregiver programs to serve approximately 6,200 individuals annually at a cost of \$3.5 million. The budget has increased to approximately \$8 million for Fiscal 2018 because of the Council's successful advocacy for the addition of \$4 million in City funding. As a result of this enhanced funding, DFTA anticipates that by Fiscal 2019, they will:
 - **Home care:** Double the number of caregivers receiving individual home care (from 340 seniors in Fiscal 2017 to 676 seniors by the close of Fiscal 2019) and group adult day care respite services (193 seniors to 390 seniors over the same period);
 - **Respite care:** Triple the number of caregivers utilizing overnight or other respite for their care receivers will benefit from these services (92 caregivers to 272 caregivers over the same period);
 - **Supplemental services:** The number of caregivers receiving supplemental services will increase by 25 percent (616 caregivers to 775 caregivers). Supplemental services includes, e.g., payment for canes and assistive devices for vision-impaired caregivers, or incontinence garments and nutrition shakes.
 - **Contract amendments:** In November 2017, DFTA said that existing caregiver program contracts would be amended by "the beginning of the year" to increase service units using additional funding. Some of the \$4 million would go towards an "extensive public outreach campaign" to make seniors and caregivers aware of additional supports.
 - **Next steps:** In 2019/2020, a new RFP would be launched to seek future providers for the program. In January 2018, DFTA published "Vision" strategies to meet the needs of up to 1.2 million unpaid caregivers in the City. Strategies included greater educational services, training and resources for caregivers; improved access to affordable housing and transportation; and financial supports. These initiatives could increase the total Senior Services program budget if adopted by the City or State.
- Additional PMMR measures that do not currently appear but could be considered include listing the number of elder abuse cases and the average length of time to close cases.

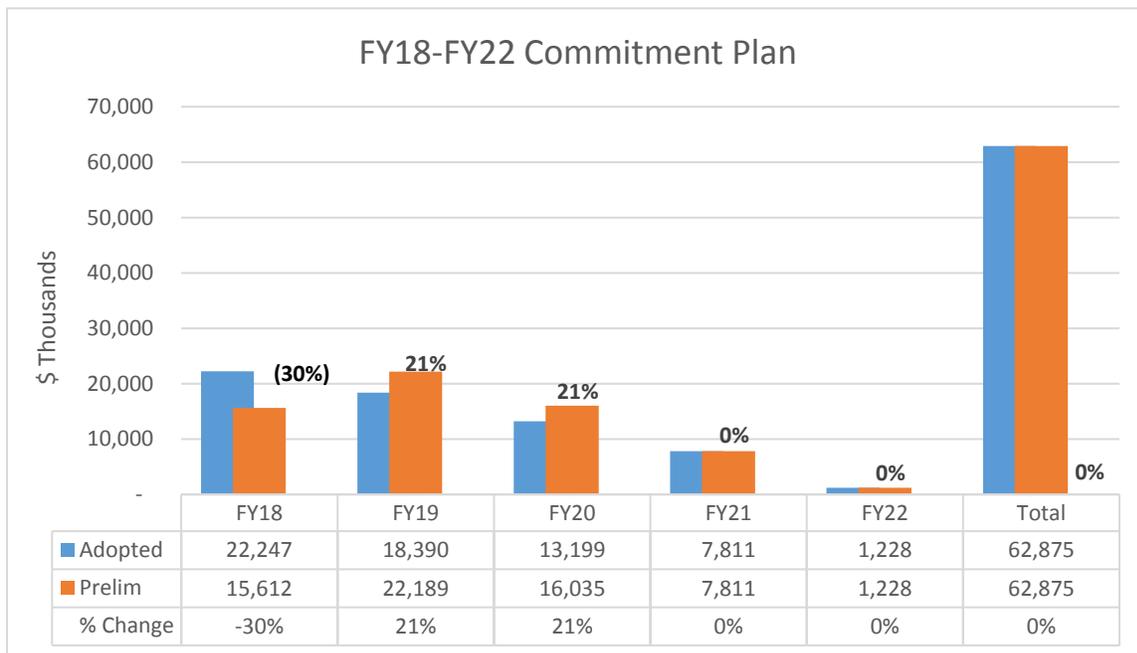
Capital Program

Fiscal 2019 Preliminary Capital Budget and Commitment Plan for Fiscal 2018-2022



The Department for the Aging’s Fiscal 2019 Preliminary Capital Budget includes \$47.3 million in Fiscal 2019-2022, with \$22.2 million in FY19.⁵ This represents less than one percent of the City’s total \$45.9 billion Capital Budget for 2019-2022. Available appropriations for Fiscal 2018 total \$46.8 million. This includes \$34.8 million in reauthorized prior appropriations and \$13.3 million in authorized appropriations, less actual commitments of \$1.3 million in the current fiscal year.

The Department’s Preliminary Commitment Plan includes \$62.9 million in Fiscal 2018-2022.⁶ This represents less than one percent of the City’s total \$79.6 billion Preliminary Commitment Plan. The Department’s Capital Budget is significantly less the Capital Commitment Plan because it does not include the current appropriations for Fiscal 2018, or the amount of funding that may be reappropriated or rolled into the Fiscal 2019 Executive and Adopted Budget. The following section will provide an overview of the Capital Budget and Commitment Plan for the Department for the Aging.



⁵ The Capital Budget provides the required appropriations for Fiscal 2019 and planned appropriations for the subsequent three-year capital program. Appropriations represent the legal authority to spend capital dollars and are what the Council votes on at budget adoption.

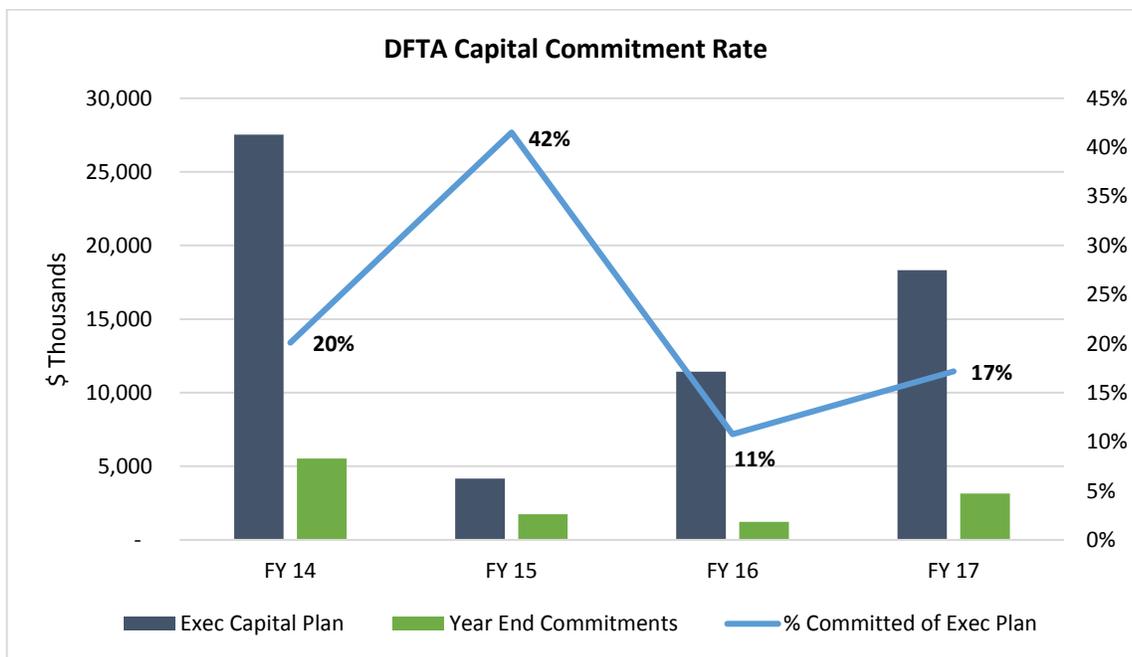
⁶ The Commitment Plan, which is a five-year spending plan, is the plan to spend those appropriations.

The Preliminary Capital Plan for the Department for Fiscal 2018-2022 is equal to the previous Adopted Capital Plan at a total of \$62.9 million over five years. As the graph above indicates, however, DFTA has rolled commitments previously planned for Fiscal 2018 into the outyears.

The total available appropriations for Fiscal 2018 are \$46.8 million against planned commitments totaling just \$15.6 million. This excess balance of \$31.2 million in appropriations gives the Administration considerable flexibility within the capital plan. However, as the commitment of appropriations are legally bound to their budget line descriptions this flexibility is more limited than it appears from this variance alone.

The Commitment Plan typically frontloads planned commitments for capital projects in the first year or two of the plan, and agencies rarely meet these targets. DFTA’s Commitment Plan shows 25 percent of all commitments in the first year. The Department’s history of commitments is shown in the graph below. Given this performance history, it is likely that the Department will end this year with unmet commitment targets and significant available appropriations rolled into Fiscal 2019 and the outyears.

The chart below displays the Department’s capital commitment plan as of the Fiscal 2014-2017 Executive Budget and the actual commitments in the corresponding fiscal year. The chart shows also shows the capital commitment rate: the percentage of the capital plan committed per fiscal year.⁷

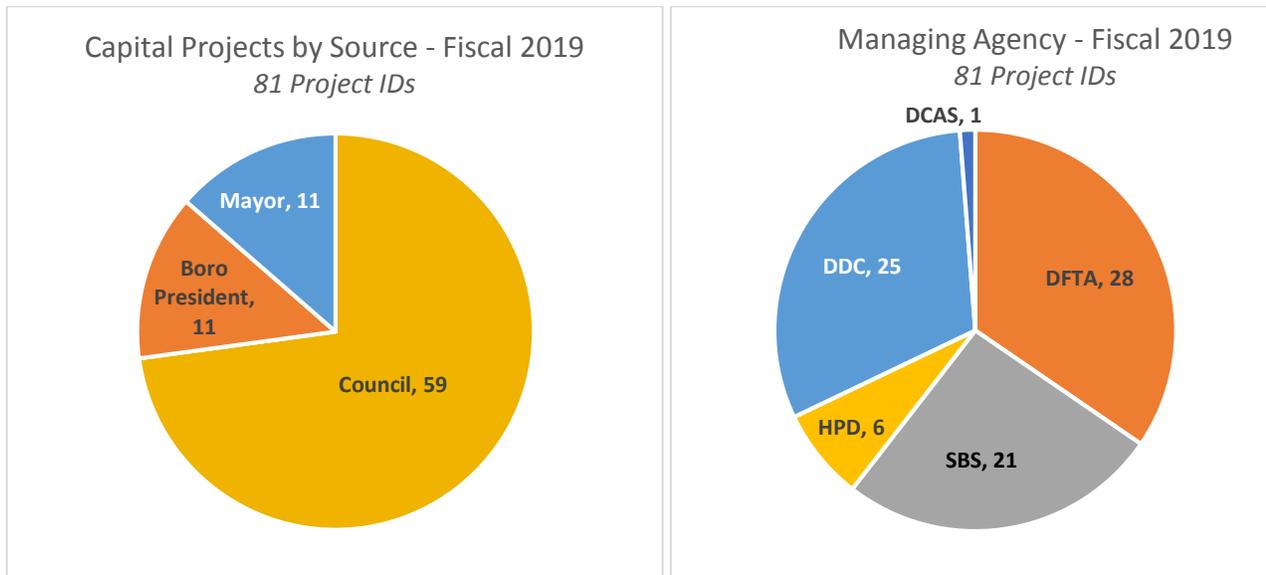


The Department’s Capital Commitment rate has varied greatly between Fiscal 2014 and Fiscal 2017. In Fiscal 2014, the Executive Capital Plan was much greater than the year end commitments, reflected in a commitment rate of only 20 percent. In Fiscal 2015, the commitment rate more than doubled to 42 percent, as the Department reduced its planned commitments and was able to get closer its goal. It should be noted, however, that the actual dollar amount of commitments declined over this period,

⁷ Note planned commitments are higher than the agency’s “target commitments.” Target commitments are a management tool used by OMB; they are “the actual aggregate levels that the managing agencies are expected to commit and against which their performance will be measured at the end of the fiscal year,” and are not broken out between City and non-City funds.

from \$5.5 million in Fiscal 2014 to \$1.7 million in Fiscal 2015. In Fiscal 2016, the commitment rate declined again to 11 percent, then increased to 17 percent in Fiscal 2017.

The Department for the Aging’s Commitment Plan includes 32 budget lines and 81 project IDs. The City Council supports a majority of capital projects as measured by project ID. The Council supports 59 projects, while the Mayor and the Borough Presidents each support 11. To enhance accountability and oversight, the Department tends to divide different projects at the same site, for example separating a kitchen renovation from a wheelchair lift at the same senior center. However, often the same budget line title is used for separate sites or purchases. This is an area for further oversight.



DFTA manages the largest share of projects, about 35%, with the Department of Design and Construction (DDC) at 31 percent and Department of Small Business Services (SBS) at 26 percent. Housing Preservation and Development (HPD) and Department of Citywide Administrative Services (DCAS) manage a small share of projects, including some of those located on NYCHA developments.

2019 Preliminary Capital Commitment Plan Highlights

DFTA’s capital budget primarily supports repairs and construction at senior centers and facilities. The agency also buys technology, equipment and vehicles.

- The goals of DFTA’s capital program are:
 - Rehabilitate existing facilities that provide services for senior citizens;
 - Identify targeted improvements to senior centers across the City; and
 - Provide information technology improvements where needed.

Council-Funded Discretionary Projects. There are 20 Council-funded discretionary projects in the Plan. The following seven projects were added at Fiscal 2018 Budget Adoption:

- **Leonard Covello Senior Center reconstruction:** \$5.3 million in Fiscal and \$2.4 million in Fiscal 2019 are budgeted to complete existing project of reconstructing the 1st and 2nd floor of the senior center. The Preliminary Plan rolls \$700,000 from Fiscal 2018 to Fiscal 2019 for the same total of \$7.7 million over the Plan period.
- **RAIN Boston Road Senior Center roof repair:** \$1 million in Fiscal 2018 (transferred to HPD)

- **Hogar Senior Center renovations:** \$500,000 in Fiscal 2021
- **Harbor View Terrace: Clinton Senior Center bathroom upgrade:** \$250,000 in Fiscal 2018. This amount is still reflected in Fiscal 2018 implying completion of the bathroom upgrade in the Plan year.
- **STAR Senior Center infrastructure upgrade:** \$230,000 in Fiscal 2021
- **Technology Upgrade for Senior Centers in Council District 10 (Manhattan):** \$200,000 in Fiscal 2019
- **Erma Cava Senior Center HVAC system upgrade:** \$100,000 in Fiscal 2021

Appendices

A. Budget Actions in the November and Preliminary Plan

DFTA Budget Actions in the November and Preliminary Plans						
<i>Dollars in Thousands</i>						
	Fiscal 2018			Fiscal 2019		
	City	Non-City	Total	City	Non-City	Total
Agency Budget as of the Fiscal 2018 Adopted Budget	\$250,262	\$115,477	\$365,739	\$226,959	\$115,549	\$342,508
New Needs						
Senior Home Sharing Program	\$0	\$0	\$0	\$1,419	\$0	\$1,419
Subtotal, New Needs	\$0	\$0	\$0	\$1,419	\$0	\$1,419
Other Adjustments						
City Service Corps (DFTA)	(31)		(31)			
Foster Grandparent Program		46	46			
HHC Care Transitions		314	314			
Hiring Delay Savings	(1,000)		(1,000)			
Lease Adjustment	87		87			
Member Item Reallocation	(91)		(91)			
NY Connects		3,657	3,657			
NYC Connected Communities		740	740			
ReServe Program		339	339			
Rollover		2,697	2,697		165	165
All Other Miscellaneous Adjustments		(11)	(11)		(20)	(20)
Subtotal, Other Adjustments	(1,036)	\$7,782	\$6,747	\$0	145	145
TOTAL, All Changes	(\$1,036)	\$7,782	\$6,747	\$1,419	\$145	\$1,564
Agency Budget as of the Fiscal 2019 Preliminary Budget	\$249,226	\$123,259	\$372,486	\$228,378	\$115,694	\$344,072

B. Council-Funded DFTA Initiatives

- **Access to Critical Services for Seniors.** Created in Fiscal 2017, Access to Critical Services for Seniors represents a consolidation of two senior services initiatives funded in Fiscal 2015 and Fiscal 2016, Access to Crisis Emergency Services (ACES) and Handyman Services. The Metropolitan New York Coordinating Council on Jewish Poverty was allocated \$1.18 million to provide a range of emergency services for low-income seniors, including emergency food and clothing, employment and legal assistance, benefit connections, and home safety and repair services through Project Metropair. 1,191 clients were served in Fiscal 2017, of whom nearly 70 percent, or 827, lived in Brooklyn.
- **Borough Presidents' Discretionary Funding Restoration.** In Fiscal 2018, the Council allocated \$1.13 million to support senior services identified by Borough Presidents including senior centers, meals, case management, homecare, and transportation.
- **Elder Abuse Prevention Enhancement.** In Fiscal 2018, the Council provided \$335,000 for elder abuse prevention services, specifically funding organizations that specialize in servicing immigrant populations.
- **Elie Wiesel Holocaust Survivors Initiative.** Introduced in Fiscal 2016, \$3 million was allocated by the Council in Fiscal 2018 in order to support Holocaust survivors living at or below the poverty line with social services so that they are able to live the remainder of their lives in dignity.
- **Healthy Aging Initiative.** To improve the health and fitness levels of older adults, the Council allocated \$1.81 million in Fiscal 2018 to DFTA. The funding supports programs that promote

healthy behaviors, detect the onset of chronic disease, prevent falls and other injuries through education or exercise, and teach older adults practical skills in order to manage the pain of arthritis or deal with fatigue and stress.

- **Information and Referral Services.** This allocation of \$407,811 supports community-based organizations that provide information and referral services related to senior services and other resources in the community.
- **LGBT Senior Services in Every Borough.** The Council provided \$1.5 million in Fiscal 2018 to enhance the access of LGBT seniors to services that address their unique needs. Services and Advocacy for GLBT Elders (SAGE) and Queens Community House were allocated \$1.2 million and \$300,000, respectively.
- **Naturally Occurring Retirement Communities (NORCs).** This initiative provided \$3.85 million in Fiscal 2018 to support vertical and horizontal NORCs across the City. NORCs provide services for senior residents to aid them in being more independent and allow them to continue to live in their homes, preventing unwarranted nursing home placements. They also help the elderly to maintain social connections with friends and relatives, as well as encourage engagement with the community. Services may include case management, meals delivered to the home, preventative health measures, social activities, counseling, housecleaning services, transportation, and nursing services.
- **Senior Centers for Immigrant Population.** This initiative provided \$1.5 million in Fiscal 2018 to support culturally-competent and linguistically accessible senior centers that predominantly serve immigrant seniors and do not have sufficient funding to meet their demand for meals. The funding supported 10 non-DFTA-contracted senior centers that are immigrant-led and serve immigrant populations.
- **Senior Centers, Programs, and Enhancements.** In Fiscal 2018, the Council provided \$3 million in order to support and enhance DFTA senior center programs and services, as well as provide additional funding to under-funded or over-utilized senior centers. The allocation benefits 52 senior centers and programs, up from 38 in Fiscal 2017.
- **Social Adult Day Care Enhancement.** The Council allocated \$1.06 million to enhance DFTA's social adult day care programs. These programs provide non-medical adult day care services to individuals with cognitive or physical limitations.
- **Support Our Seniors.** The Council doubled the \$1.5 million allocation in Fiscal 2017 to a total of \$3.06 million in Fiscal 2018 to provide senior services and programming through programming identified by Council Members.

C. DFTA Contract Budget

DFTA Fiscal 2019 Preliminary Contract Budget				
<i>Dollars in Thousands</i>				
Category	Fiscal 2018 Adopted	Number of Contracts	Fiscal 2019 Preliminary	Number of Contracts
Cleaning Services	\$0	0	\$0	0
Contractual Services - General	85	8	85	8
Data Processing Equipment Maintenance	40	3	40	3
Maintenance and Operation of Infrastructure	300	1	300	1
Maintenance and Repairs - General	107	4	107	4
Maintenance and Repairs - Motor Vehicle Equip	4	1	4	1
Office Equipment Maintenance	13	2	13	2
Payments to Delegate Agencies	298,215	1,334	272,685	1,334
Printing Services	101	6	95	6
Prof. Services - Accounting Services	700	17	700	17
Prof. Services - Computer Services	50	3	50	3
Prof. Services - Legal Services	20	1	20	1
Prof. Services - Other	3,246	6	3,331	6
Telecommunications Maintenance	16	4	16	4
Temporary Services	341	3	341	3
Training Program for City Employees	4	1	4	1
TOTAL	\$303,242	1,394	\$277,791	1,394

D. Program Areas

Administration and Contract Agency Support

Administration and Contract Agency Support						
<i>Dollars in Thousands</i>						
<i>Dollars in Thousands</i>	2016 Actual	2017 Actual	2018 Adopted	Preliminary Plan		*Difference
				2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Uniformed	\$0	\$4	\$0	\$0	\$0	\$0
Full-Time Salaried - Civilian	11,688	13,487	14,461	14,522	15,861	1,400
Other Salaried and Unsalared	589	923	538	545	538	0
Additional Gross Pay (incl. Labor Reserve)	431	396	156	158	156	0
Overtime - Civilian	17	14	0	11	0	0
Amounts to be Scheduled	0	0	312	312	312	0
Subtotal	\$12,725	\$14,824	\$15,468	\$15,548	\$16,868	\$1,400
Other Than Personal Services						
Supplies and Materials	\$241	\$187	\$329	\$367	\$329	\$0
Fixed and Misc Charges	6	17	21	21	21	0
Property and Equipment	144	222	175	480	175	0
Other Services and Charges	10,508	10,584	16,155	16,428	18,273	2,118
Contractual Services - Professional Services	1,347	1,533	2,823	2,374	2,673	(150)
Contractual Services	692	621	14,448	14,255	9,606	(4,842)
Subtotal	\$12,937	\$13,163	\$33,950	\$33,925	\$31,076	(\$2,874)
TOTAL	\$25,662	\$27,987	\$49,418	\$49,473	\$47,944	(\$1,474)
Funding						
City Funds			\$43,055	\$43,030	\$41,581	(\$1,474)
State			917	991	917	0
Federal - Community Development			144	144	144	0
Federal - Other			5,301	5,308	5,301	0
TOTAL	\$0	\$0	\$49,418	\$49,473	\$47,944	(\$1,474)
Budgeted Headcount						
Full-Time Positions - Civilian	163	180	212	212	212	0
TOTAL	163	180	212	212	212	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Case Management

Case Management						
<i>Dollars in Thousands</i>						
<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$1,199	\$877	\$1,199	\$1,199	\$1,199	\$0
Additional Gross Pay	20	11	6	6	6	0
Subtotal	\$1,219	\$888	\$1,205	\$1,205	\$1,205	\$0
Other Than Personal Services						
Contractual Services	\$26,826	\$33,910	\$36,572	\$36,572	\$35,972	(\$600)
Subtotal	\$26,826	\$33,910	\$36,572	\$36,572	\$35,972	(\$600)
TOTAL	\$28,045	\$34,798	\$37,777	\$37,777	\$37,177	(\$600)
Funding						
City Funds			\$24,923	\$24,923	\$24,323	(\$600)
State			12,513	12,513	12,513	0
Federal - Other			291	291	291	0
Intra City			50	50	50	0
TOTAL	\$0	\$0	\$37,777	\$37,777	\$37,177	(\$600)
Budgeted Headcount						
Full-Time Positions - Civilian	14	11	13	13	13	0
TOTAL	14	11	13	13	13	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Homecare

Homecare						
<i>Dollars in Thousands</i>						
<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Subtotal	\$0	\$0	\$0	\$0	\$0	\$0
Other Than Personal Services						
Contractual Services	\$20,126	\$23,148	\$29,912	\$29,912	\$29,912	(\$0)
Subtotal	\$20,126	\$23,148	\$29,912	\$29,912	\$29,912	(\$0)
TOTAL	\$20,126	\$23,148	\$29,912	\$29,912	\$29,912	(\$0)
Funding						
City Funds			\$17,344	\$17,344	\$17,344	(\$0)
State			12,268	12,268	12,268	0
Intra City			300	300	300	0
TOTAL	\$0	\$0	\$29,912	\$29,912	\$29,912	(\$0)
Budgeted Headcount						
Full-Time Positions - Civilian	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Senior Centers and Meals

Senior Centers and Meals						
<i>Dollars in Thousands</i>						
<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,757	\$3,049	\$3,363	\$3,263	\$3,263	(\$100)
Additional Gross Pay	49	59	0	0	0	0
Subtotal	\$2,806	\$3,107	\$3,363	\$3,263	\$3,263	(\$100)
Other Than Personal Services						
Supplies and Materials	\$0	\$0	\$0	\$0	\$0	\$0
Fixed and Misc Charges	0	0	0	0	0	0
Property and Equipment	0	0	0	0	0	0
Other Services and Charges	0	0	15,071	16,806	15,071	0
Contractual Services - Professional	100	0	0	0	0	0
Contractual Services	171,863	179,590	180,570	172,404	164,582	(15,988)
Subtotal	\$171,963	\$179,590	\$195,641	\$189,210	\$179,653	(\$15,988)
TOTAL	\$174,770	\$182,697	\$199,003	\$192,473	\$182,916	(\$16,088)
Funding						
City Funds			\$130,406	\$122,306	\$114,319	(\$16,088)
State			16,200	16,200	16,200	0
Federal - Community Development			1,735	3,305	1,735	0
Federal - Other			50,661	50,661	50,661	0
Intra City			0	0	0	0
TOTAL	\$0	\$0	\$199,003	\$192,473	\$182,916	(\$16,088)
Budgeted Headcount						
Full-Time Positions - Civilian	41	44	50	49	49	(1)
TOTAL	41	44	50	49	49	(1)

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Senior Employment and Benefits

Senior Employment and Benefits						
<i>Dollars in Thousands</i>						
<i>Dollars in Thousands</i>	2016	2017	2018	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$1,348	\$1,464	\$1,635	\$1,654	\$1,635	\$0
Other Salaried and Unsalariad	3,937	4,279	3,909	3,903	3,909	0
Additional Gross Pay	68	71	71	71	71	0
Subtotal	\$5,353	\$5,814	\$5,614	\$5,628	\$5,614	\$0
Other Than Personal Services						
Supplies and Materials	\$34	\$39	\$62	\$44	\$62	\$0
Fixed and Misc Charges	1	1	1	1	1	0
Property and Equipment	2	17	4	5	4	0
Other Services and Charges	359	369	411	510	400	(11)
Contractual Services - Professional	2,252	2,361	1,023	2,056	1,258	235
Contractual Services	37	52	51	171	45	(6)
Subtotal	\$2,686	\$2,839	\$1,551	\$2,786	\$1,769	\$218
TOTAL	\$8,038	\$8,653	\$7,165	\$8,414	\$7,383	\$218
Funding						
City Funds			\$956	\$916	\$956	\$0
State			103	311	18	(84)
Federal - Other			6,087	6,327	6,244	157
Intra City			20	860	165	146
TOTAL	\$0	\$0	\$7,165	\$8,414	\$7,383	\$218
Budgeted Headcount						
Full-Time Positions - Civilian	24	25	28	28	28	0
TOTAL	24	25	28	28	28	0

*The difference of Fiscal 2018 Adopted Budget compared to Fiscal 2019 Preliminary Budget.

Senior Services

Senior Services						
<i>Dollars in Thousands</i>						
	2016	2017	2018	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2018	2019	2018 - 2019
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,157	\$2,593	\$2,480	\$2,891	\$2,580	\$99
Other Salaried and Unsalaries	36	34	4	4	4	0
Additional Gross Pay (incl. Labor Reserve)	38	35	0	0	0	0
Subtotal	\$2,231	\$2,662	\$2,484	\$2,895	\$2,584	\$99
Other Than Personal Services						
Supplies and Materials	\$0	\$13	\$0	\$0	\$0	\$0
Property and Equipment	2	17	0	1	0	0
Other Services and Charges	102	171	2,135	353	2,414	279
Contractual Services - Professional	930	1,432	170	1,348	170	0
Contractual Services	45,472	51,904	37,674	49,838	33,574	(4,100)
Subtotal	\$46,506	\$53,537	\$39,979	\$51,539	\$36,157	(\$3,822)
TOTAL	\$48,738	\$56,198	\$42,463	\$54,434	\$38,741	(\$3,722)
Funding						
City Funds			\$33,577	\$40,705	\$29,855	(\$3,722)
Other Categorical			0	314	0	0
State			906	906	906	0
Federal - Community Development			362	362	362	0
Federal - Other			7,618	11,095	7,618	0
Intra City			0	1,053	0	0
TOTAL	\$0	\$0	\$42,463	\$54,435	\$38,741	(\$3,722)
Budgeted Headcount						
Full-Time Positions - Civilian	32	36	34	35	35	1
TOTAL	32	36	34	35	35	1

E. Additional Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY16	FY17	FY18	FY18	FY19	FY18	FY19
Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs	11,033	11,342	10,201	*	*	3,875	4,399
Percent meeting time to first action - Housing Options (14 days)	94%	90%	93%	*	*	90%	93%
Percent meeting time to first action - Elder Abuse (5 days)	76%	67%	92%	*	*	83%	97%
Percent meeting time to first action - Alzheimers Care Information (14 days)	95%	85%	90%	*	*	86%	79%
Percent meeting time to first action - Senior Center Complaint (14 days)	97%	99%	99%	*	*	99%	95%
Completed requests for interpretation	428	892	873	*	*	246	330
Letters responded to in 14 days (%)	77.2%	86.5%	80.2%	*	*	80.0%	84.6%
E-mails responded to in 14 days (%)	75.7%	81.4%	86.0%	*	*	87.0%	68.1%
CORE facility rating	100	96	92	*	*	NA	NA