

**Mission**

The mission of the Franklin County Office on Aging (FCOA) is to provide centralized access to diverse programs and individualized services for frail and vulnerable older adults and their caregivers so they can preserve their independence and quality of life.

**Strategic Focus**

**Primary Initiative:** Increase access to services for older adults living in the concentrated poverty areas of Franklin County. - The Office on Aging will increase access to high quality home and community based services for older adults living in the concentrated poverty areas of Franklin County.

**Primary Issue:** Home and Community Based Care - The FCOA will focus on increasing client needs by expanding the services provided within Franklin County such as affordable housing, access to transportation, availability of healthy foods, as well access in ensuring digital equity.

**Performance Spotlight**

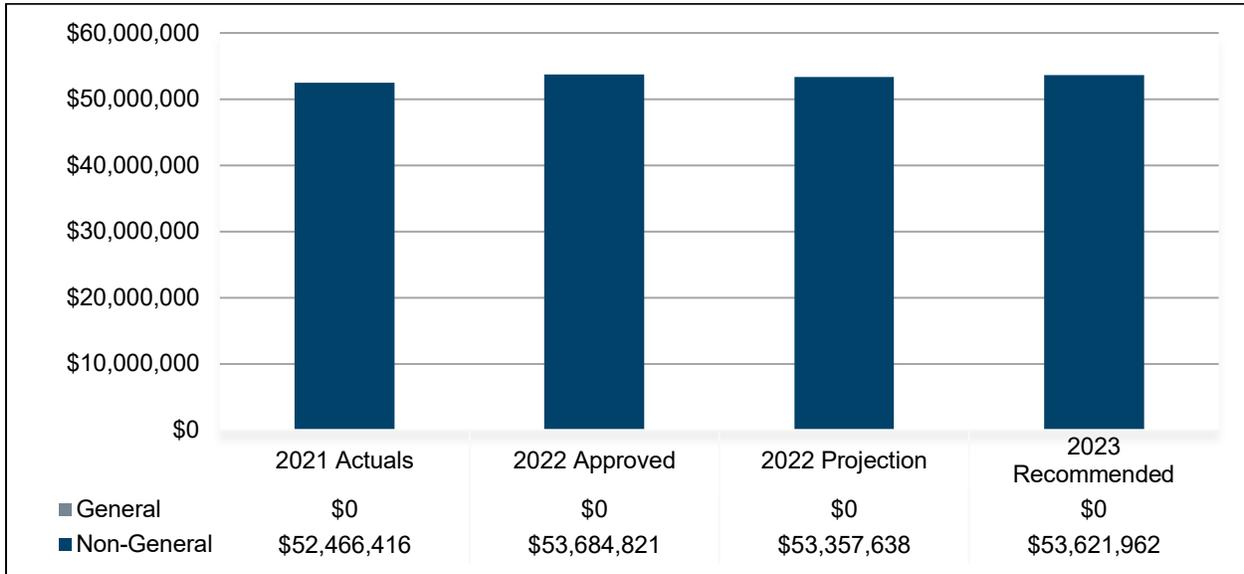
**Measure:** Number of Seniors served in all senior programs

**Program:** Home and Community Based Care

About this measure		Why it is important	
This measure tracks the number of older adults residing in Franklin County who, through the Commissioners' investment, gained access to essential services which include nutritious food, medical supplies, transportation, affordable housing, and digital equity.		Franklin County's older adult population 60+ will double from 2010 – 2050. Access to quality, affordable, and needed services is fundamental to human existence, stability, and improved health. Access to services is designed to help seniors meet their needs for an active and healthy life.	
What is being done			
FCOA plans to address this by providing services which include: home repairs, home modifications, lawn care, snow removal, pest control, moving & packing, transportation, nutritional supplements, general and deep cleaning, and home delivered meals to seniors in Franklin County.			
This measure aligns with Goal #5 from "Rise Together: A Blueprint for Reducing Poverty in Franklin County" that aims to increase the supply of and equitable opportunity to access quality housing and Goal #10, which aims to improve overall environmental conditions in neighborhoods of concentrated poverty so that they are safe, walkable, and have easy access to basic resources, including access to nutritious food.			
2021 Actual	2022 Budget	2022 Projected	2023 Budget
N/A	N/A	12,664	13,930

\*The Number of Seniors served in all senior programs is a new measure added during the current year.

**Budget Summary – Revenues**



**Primary Revenue Sources by Fund Type**

Fund Type	Fund Name (Number)	Primary Revenue Sources
General	None	N/A
Special	<ul style="list-style-type: none"> <li>• Senior Services Fund (2027)</li> <li>• Adult Protective Services Fund (2078)</li> </ul>	<ul style="list-style-type: none"> <li>• Levy/local tax revenues</li> <li>• Client co-pays</li> <li>• Reimbursement from FCDJFS for providing the state mandated adult protective services (APS) for adults age 60 and over</li> </ul>
Debt	None	N/A
Capital	None	N/A
Enterprise /Internal	None	N/A

**Comparison: 2022 Approved to 2022 Projection**

	<b>2022 Approved</b>	<b>2022 Projection</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$53,684,821	\$53,357,638	(\$327,183)	-0.6%
<b>Total</b>	<b>\$53,684,821</b>	<b>\$53,357,638</b>	<b>(\$327,183)</b>	<b>-0.6%</b>

The \$327,183 decrease from the 2022 Approved Budget to the 2022 Projection is primarily attributed to:

- Anticipated decreases in Client Co-Pays, because home delivered meals were provided free of charge (\$370,831), and in Veteran Services Commission reimbursement (\$224,629), that are partially offset by increases in APS funding (\$102,288) and Real Estate Taxes (\$86,905).

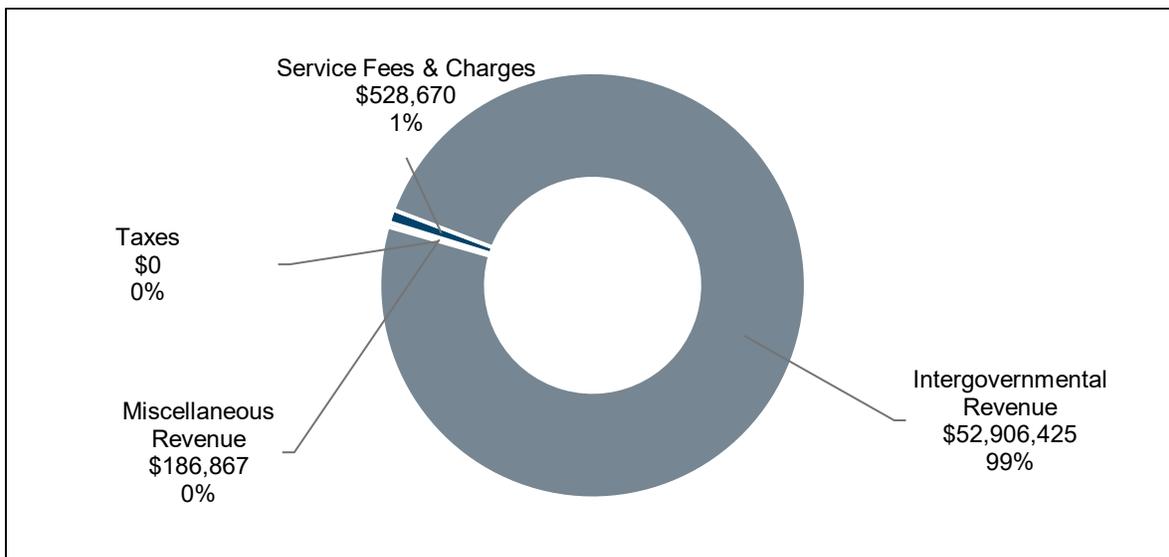
**Comparison: 2022 Approved to 2023 Recommended**

	<b>2022 Approved</b>	<b>2023 Recommended</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$53,684,821	\$53,621,962	(\$62,859)	-0.1%
<b>Total</b>	<b>\$53,684,821</b>	<b>\$53,621,962</b>	<b>(\$62,859)</b>	<b>-0.1%</b>

The \$62,859 decrease from the 2022 Approved Budget to the 2023 Recommended Budget is primarily attributed to:

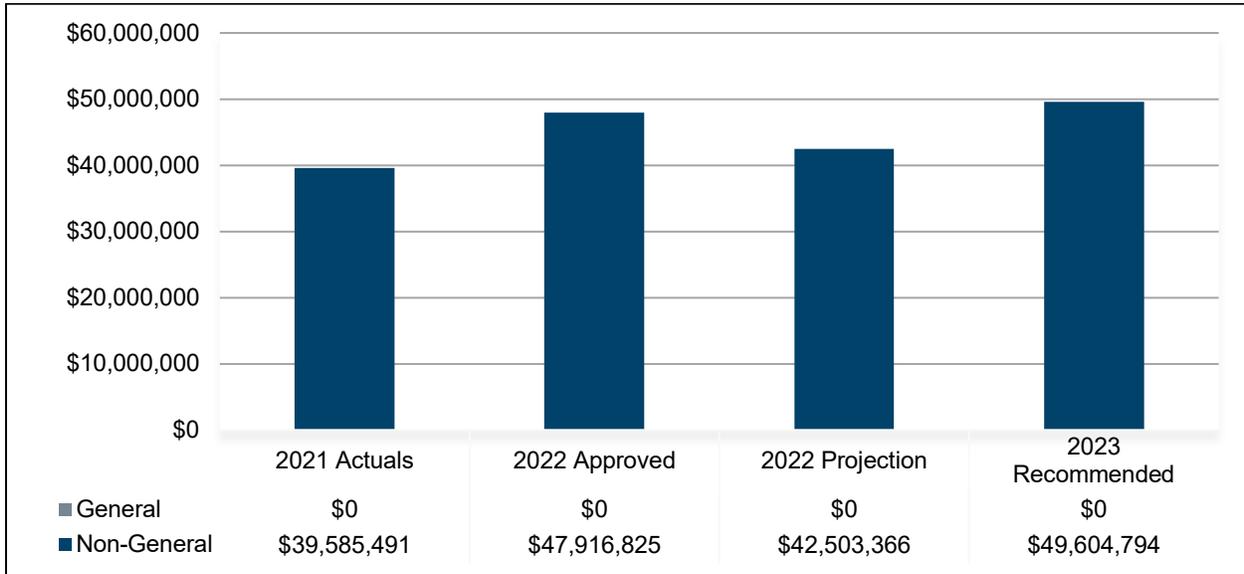
- A decrease in Client Co-Pays due to providing free home delivered meals and a revised sliding fee scale (\$0.6 million), offset by an anticipated increase in levy collections (\$0.5 million).

**2023 Recommended Budget  
Revenues by Category\***



\*FCOA receives tax revenue from a 1.75 mill levy that expires in 2022. A renewal levy is on the November 8<sup>th</sup> ballot but because it has yet to pass, the anticipated revenue is included within Intergovernmental Revenue. If the levy passes, the estimated revenue will be moved into Taxes.

**Budget Summary – Expenditures**



**Significant items in the 2023 Recommended Budget**

Object Code	Budgeted Amount	% of Budget
PERSONAL SERVICES & FRINGE	\$9,115,602	18.4%
BOARD & CARE	\$23,729,700	47.8%
CASE MANAGEMENT	\$5,313,410	10.7%
GRANTS	\$3,801,625	7.7%
HOME REPAIRS SS	\$2,515,000	5.1%
INCONTINENCY PRODUCTS DELIVERY	\$1,290,000	2.6%
ADULT NUTRITIONALS DELIVERY	\$595,000	1.2%
AUDITOR & TREASURER FEES	\$594,726	1.2%
IT CAPITAL SOFTWARE	\$519,459	1.0%
CAREGIVER SERVICES	\$306,230	0.6%
<i>Other</i>	\$1,824,042	3.7%
<b>Total</b>	<b>\$49,604,794</b>	<b>100.0%</b>

**Comparison: 2022 Approved to 2022 Projection**

	2022 Approved	2022 Projection	Variance \$	%
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$47,916,825	\$42,503,366	(\$5,413,459)	-11.3%
<b>Total</b>	<b>\$47,916,825</b>	<b>\$42,503,366</b>	<b>(\$5,413,459)</b>	<b>-11.3%</b>

The \$5,413,459 decrease from the 2022 Approved Budget to the 2022 Projection is primarily attributed to:

- Anticipated decreases in Board & Care (\$4.8 million), Home Repairs (\$206,928), and Incontinency Products Delivery (\$121,395).

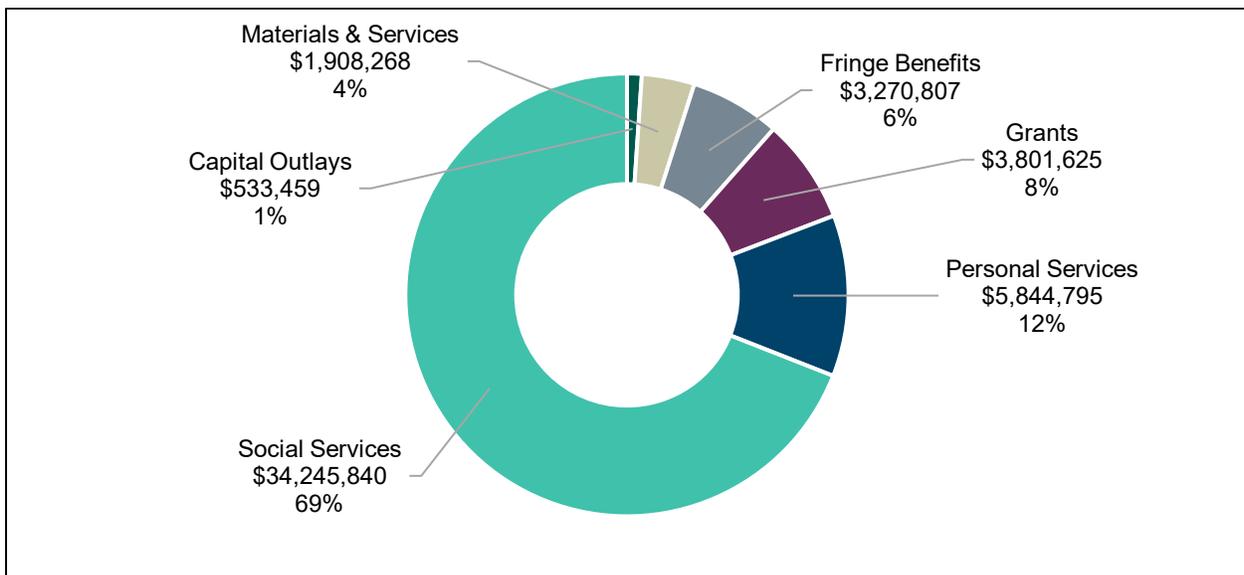
**Comparison: 2022 Approved to 2023 Recommended**

	2022 Approved	2023 Recommended	Variance \$	%
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$47,916,825	\$49,604,794	\$1,687,969	3.5%
<b>Total</b>	<b>\$47,916,825</b>	<b>\$49,604,794</b>	<b>\$1,687,969</b>	<b>3.5%</b>

The \$1,687,969 increase from the 2022 Approved Budget to the 2023 Recommended Budget is primarily attributed to:

- A request to add two case managers and conduct four pilots for new services based on feedback from community outreach (\$0.7 million), increased healthcare costs (\$429,396), and maintenance for the new Case Management System (\$334,014).

**2023 Recommended Budget  
Expenditures by Category**



**Budget Summary – FTEs**

	<b>2022 Budget</b>	<b>2023 Recommended</b>	<b>Recommended Budget as % of Total FTEs</b>
General Fund	0.00	0.00	0.0%
Non-General Fund	103.00	109.00	100.0%
<b>Total Agency FTEs</b>	<b>103.00</b>	<b>109.00</b>	<b>100.0%</b>

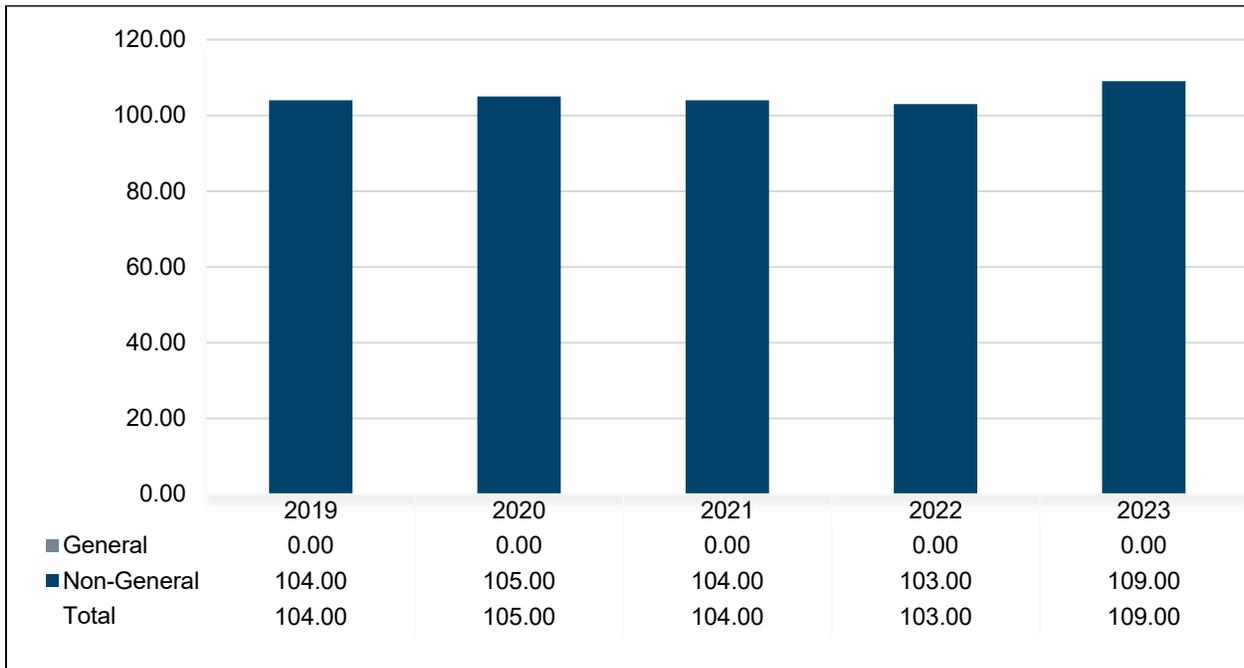
The 6.00 FTE increase from the 2022 Budget to the 2023 Recommended Budget is due to a request to add a Deputy Director for Communications, two Administrative Officers, a Management Analyst 2, and two Case Managers.

**New Positions**

<b>Position Title</b>	<b># of Positions</b>	<b>Annual Salary</b>	<b>Source</b>
Deputy Director for Communications	1	\$72,238	RFR
Administrative Officer	2	\$61,963	RFR
Management Analyst	1	\$58,531	RFR
Case Manager	2	\$47,507	RFR

Details regarding FTEs requested via RFR are available in the Request for Results section.

**Budgeted FTE History**



**Vacancy Credit**

The vacancy credit process is designed to more accurately reflect the true expenditures for Personal Services and Fringe Benefits within the agency budget request. The calculations for the budget process begin with funding all approved positions for the entire year. Vacancy credits take into account that not all approved positions will be filled for the entire year. The methodology historically used by OMB to estimate an agency’s vacancy credit utilizes a four-year history of unused personnel budgets to estimate an appropriate vacancy credit. However, vacancy credits may vary from the four-year average due to staffing trends or the number of positions supported within a fund.

**Salaries & Wages**

	<b>2022 Budget</b>	<b>Four-year Average</b>	<b>2023 Recommended</b>	<b>% Point Change to:</b>	
				<b>PY Budget</b>	<b>Average</b>
Senior Services Fund	3.5%	6.3%	3.0%	-0.5%	-3.3%
Adult Protective Services Fund	5.2%	10.2%	2.0%	-3.2%	-8.2%

The 2023 Vacancy Credit in the Senior Services Fund is lower than the four-year average but is comparable to the 2022 Budget.

The 2023 Vacancy Credit in the Adult Protective Services Fund is lower than the four-year average and the 2022 Budget, but vacancy savings have been trending downwards and the Vacancy Credit is consistent with the available funding for Adult Protective Services from FCDJFS.

**Fringe Benefits**

	<b>2022 Budget</b>	<b>Four-year Average</b>	<b>2023 Recommended</b>	<b>% Point Change to:</b>	
				<b>PY Budget</b>	<b>Average</b>
Senior Services Fund	4.0%	10.2%	3.0%	-1.0%	-7.2%
Adult Protective Services Fund	7.0%	14.4%	2.0%	-5.0%	-12.4%

The 2023 Vacancy Credit in the Senior Services Fund is lower than the four-year average but is comparable to the 2022 Budget.

The 2023 Vacancy Credit in the Adult Protective Services Fund is lower than the four-year average and the 2022 Budget, but vacancy savings have been trending downwards and the Vacancy Credit is consistent with the available funding for Adult Protective Services from FCDJFS.

**Request for Results**

A Request for Results is a request for additional appropriations to support a new initiative or expand existing services. A Request for Results contains a detailed description of the new initiative, justification for why the increase in appropriations is necessary, and the expected outcomes. In addition to the amount of additional appropriations, a Request for Results should identify any new revenue or savings expected to be achieved from the new initiative. The Office of Management & Budget reviews each Request for Results to determine if adequate justification is provided and sufficient resources are available. The County Administrator makes a recommendation based on this review, with the Board of Commissioners making the final decision on whether the item is included in the budget.

<b>Additional Case Managers and Pilot Programs for New Services</b>		
<b>Fund Type</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
Non-General Fund	\$665,589	\$665,589
<b>Recommended</b>	<p><b>Request Description:</b> The agency is requesting two Case Managers (annual salary of \$47,507) to assist the agency in implementing four planned pilots in 2023 (total cost of \$500,000). The pilots proposed are:</p> <ul style="list-style-type: none"> <li>Hospital Care Transition – FCOA will have case managers onsite at emergency rooms, working with hospitals to connect with admitted seniors who are deemed high risk for readmission.</li> <li>Grocery Delivery, Yard Maintenance, and Specialized Transportation – FCOA has identified these services as the most desired by older adults in the community. FCOA seeks to determine if these services will be beneficial and if they should be offered permanently.</li> </ul>	
	<p><b>Recommendation:</b> The 2023 Budget includes the addition of these 2 full-time positions and the 4 pilot programs to expand service offerings for seniors. The 2021 Central Ohio Older Adult Needs Assessment, other outreach efforts, and consultations with experts in the field have demonstrated community interest in these programs as well as a demonstrated need. Implementing these programs as pilots will allow FCOA to evaluate whether they are meeting their intended goals at the end of the pilot program to determine if they should be renewed, revised, or eliminated.</p>	

<b>Free Home Delivered Meals</b>		
<b>Fund Type</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
Non-General Fund	\$500,000	\$500,000
<b>Recommended</b>	<p><b>Request Description:</b> During the pandemic, the Board of Commissioners began offering home delivered meals to eligible older adults at no cost. Because many older adults are on a fixed income, many have difficulty in affording the cost of groceries and cooked meals. The agency is proposing that this policy continue for 2023. The budgetary impact of this service is a projected \$500,000 reduction in revenue.</p>	
	<p><b>Recommendation:</b> The 2023 Budget includes the continuation of free home delivery of meals because, even though the impact of the pandemic is now more manageable, many older adults cannot afford the increased price of groceries and meals due to their fixed incomes as well as the impact of inflation. Additionally, many seniors reside in “food deserts” that make it more difficult to obtain food.</p>	

Operational Positions		
Amount Requested	Amount Requested	Amount Requested
\$280,413	\$280,413	\$280,413
<p><b>Request Description:</b> The agency is requesting a Deputy Director of Communications (annual salary of \$72,238) and 2 Administrative Officer Positions (annual salary of \$61,963). These positions are requested to increase the operational efficiency of the agency.</p> <ul style="list-style-type: none"> <li>The Deputy Director of Communications position will allow the agency to increase and enhance its community outreach and its collaboration with other County agencies and outside organizations.</li> <li>The two Administrative Officer positions will enhance the efficiency of the Senior Options program by creating an additional level of review between Case Managers and the Assistant Director of Operations to improve the management of the program.</li> </ul>		
<p><b>Recommendation:</b> This request for 3 full-time operational positions is included in the 2023 Budget because they will help to enhance the efficiency of agency operations.</p> <p>The Deputy Director for Communications will have a significant impact on educating eligible seniors so that they are aware of the services that are available and the associated eligibility requirements. This need was demonstrated in the 2021 Central Ohio Older Adult Needs Assessment. This position will also aid FCOA as it participates in the BOC Health and Human Services “One Door” service model that will allow for better service delivery and cross agency collaboration.</p> <p>The two Administrative Officers were recommended by an outside consultant as well as the Human Services Levy Review Committee as part of an effort to restructure positions for efficiency and effectiveness.</p>		

Recommended

Data Analytics and Innovation Initiative		
Fund Type	Amount Requested	Amount Recommended
Non-General Fund	\$249,761	\$249,761
<p><b>Request Description:</b> The Office on Aging is looking to expand its data analytics and innovation efforts as it prepares to implement a new case management system that will facilitate more efficient data collection and reporting. The agency plans to leverage data and aggregate the information collected to identify ways to increase efficiency, evolve business models, and expand programs to best serve seniors.</p> <p>The initiative will create a Management Analyst 2 (annual salary of \$58,531) and reclassify an existing position to focus on data analytics and strategic planning. There is also additional funding for training and professional services to support this effort.</p>		
<p><b>Recommendation:</b> The Data Analytics and Innovation initiative request is included in the 2023 Budget. The Office on Aging has previously identified a need for more robust data collection and reporting and will have the ability to do so with its new case management system. Stronger data analytics will help to enhance existing services, increase operational efficiency, and aid FCOA as it participates in the BOC Health and Human Services “One Door” service model that will allow for better service delivery and cross agency collaboration.</p>		

Recommended

**Levy Plan Comparison\***

The Human Services Levy Review Committee (HSLRC) evaluates levy requests to assure that levy funded agencies have demonstrated prudent programmatic and financial planning. In developing the levy fiscal plan, the HSLRC recommends that the ending cash balance equal at least three months of expenditures at the end of the levy cycle. Each year as a part of the budget process, the Office of Management & Budget compares current year revenue and expenditure projections and budget to the HSLRC levy plan to determine if the agency is on track to end its current cycle with the recommended cash balance.

	<b>2022 Projection</b>	<b>2022 Levy Plan</b>	<b>Cash Variance</b>
Beginning Cash Balance	\$70,646,615	\$70,646,614	\$1
Total Revenue	\$51,702,520	\$51,745,811	(\$43,291)
<u>Expenditures:</u>			
Personal Services	\$4,490,655	\$4,489,037	(\$1,618)
Fringe Benefits	\$2,210,253	\$2,359,421	\$149,168
Materials & Services	\$2,090,018	\$2,377,369	\$287,351
Capital Outlays	\$208,116	\$213,445	\$5,329
Grants	\$3,749,756	\$3,832,641	\$82,885
Social Services	\$28,164,686	\$33,379,453	\$5,214,767
Total Expenditures	\$40,913,484	\$46,651,366	\$5,737,882
Ending Cash Balance	\$81,435,651	\$75,741,060	\$5,694,591

	<b>2023 Recommended</b>	<b>2023 Levy Plan</b>	<b>Cash Variance</b>
Beginning Cash Balance	\$81,435,651	\$75,741,060	\$5,694,591
Total Revenue	\$52,121,962	\$51,493,720	\$628,242
<u>Expenditures:</u>			
Personal Services	\$4,925,129	\$4,885,434	(\$39,695)
Fringe Benefits	\$2,690,473	\$2,788,974	\$98,501
Materials & Services	\$1,908,268	\$1,866,967	(\$41,301)
Capital Outlays	\$533,459	\$532,300	(\$1,159)
Grants	\$3,801,625	\$3,905,461	\$103,836
Social Services	\$34,245,840	\$36,638,726	\$2,392,886
Total Expenditures	\$48,104,794	\$50,617,862	\$2,513,068
Ending Cash Balance	\$85,452,819	\$76,616,918	\$8,835,901

**Home and Community Based Care**

**Program Purpose**

The purpose of the Home and Community Based Care program is to provide need-based services to Franklin County older adults and their caregivers, so they can preserve their independence and experience an improved quality of life.

**Primary Services**

- Provide need-based services to older adults and their caregivers.
- Provide direct services to seniors and their families.

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$657,180	\$712,863	\$55,683	8.5%
Fringe Benefits	\$333,709	\$391,580	\$57,871	17.3%
Materials & Services	\$849,518	\$1,083,646	\$234,128	27.6%
Social Services	\$25,344,000	\$26,003,200	\$659,200	2.6%
<b>Total Expenditures</b>	<b>\$27,184,407</b>	<b>\$28,191,289</b>	<b>\$1,006,882</b>	<b>3.7%</b>

**Funding Source**

- Senior Services Fund

**Core Principle and Linkage**

**Provide Supportive Health & Human Services**

The Home and Community Based Care program supports the core principle of “Providing Supportive Health and Human Services” by offering a one-stop shop designed to provide information, referrals, and easy access to enrollment for needed home and community-based services for older adults and their families.

**Community Support, Outreach, & Specialized Services**

**Program Purpose**

The purpose of the Community Support, Outreach and Specialized Services program is to provide specialized services to older adults so they can optimize their ability to live and function in the community.

**Primary Services**

- Provide specialized services to older adults.
- Provide Supportive Health & Human Services to older adults.

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$261,887	\$263,936	\$2,049	0.8%
Fringe Benefits	\$128,442	\$134,172	\$5,730	4.5%
Materials & Services	\$8,260	\$8,975	\$715	8.7%
Grants	\$3,832,641	\$3,801,625	(\$31,016)	-0.8%
Social Services	\$306,230	\$306,230	\$0	0.0%
<b>Total Expenditures</b>	<b>\$4,537,460</b>	<b>\$4,514,938</b>	<b>(\$22,522)</b>	<b>-0.5%</b>

**Funding Source**

- Senior Services Fund

**Core Principle and Linkage**

**Provide Supportive Health & Human Services**

The Community Support, Outreach and Specialized Services program supports the core principle of “Providing Supportive Health and Human Services” by funding community-based nonprofit and governmental agencies that deliver specialized services to older adults and their families in need.

**Customer Service Management**

**Program Purpose**

The purpose of the Customer Services Management program is to provide individualized customer services to older adults and their caregivers so they can access a trained professional who can address their unmet needs.

**Primary Services**

- Provide individualized customer services to older adults and their caregivers.
- Provide access to information, referrals, and enrollment into the FCSO program.

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$2,934,490	\$3,383,872	\$449,382	15.3%
Fringe Benefits	\$1,574,470	\$1,861,316	\$286,846	18.2%
Materials & Services	\$1,269,718	\$494,309	(\$775,409)	-61.1%
Capital Outlays	\$172,456	\$427,767	\$255,311	148.0%
Social Services	\$5,204,123	\$5,313,410	\$109,287	2.1%
<b>Total Expenditures</b>	<b>\$11,155,257</b>	<b>\$11,480,674</b>	<b>\$325,417</b>	<b>2.9%</b>

**Funding Source**

- Senior Services Fund

**Core Principle and Linkage**

**Provide Supportive Health & Human Services**

The Customer Services Management program promotes the core principle of “Providing Supportive Health and Human Services” by increasing awareness of older adult needs and creating easy access to information, referrals, and enrollment into the FCSO program.

**Public Information**

**Program Purpose**

The purpose of the Public Information program is to provide information, education and consultation services to older adults and their caregivers so they can gain knowledge about access to resources and services.

**Primary Services**

- Provide information, education and consultation services to older adults and their caregivers.
- Provide resources and information on available services to support older adults and their families.

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$163,418	\$218,398	\$54,980	33.6%
Fringe Benefits	\$86,149	\$125,858	\$39,709	46.1%
Materials & Services	\$115,315	\$130,760	\$15,445	13.4%
Social Services	\$52,000	\$68,000	\$16,000	30.8%
<b>Total Expenditures</b>	<b>\$416,882</b>	<b>\$543,016</b>	<b>\$126,134</b>	<b>30.3%</b>

**Funding Source**

- Senior Services Fund

**Core Principle and Linkage**

**Provide Supportive Health & Human Services**

The Public Information program supports the core principle of “Providing Supportive Health and Human Services” by providing resources and information on available services to support older adults and their families.

**Safe Housing**

**Program Purpose**

The purpose of the Safe Housing program is to provide minor home modifications and repairs, safety assessments and products, and assistance to eligible Franklin County residents so they can live in their homes free of barriers and unsafe conditions.

**Primary Services**

- Provide minor home modifications and repairs.
- Provide safety assessments and products,

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$210,154	\$207,110	(\$3,044)	-1.4%
Fringe Benefits	\$107,989	\$135,521	\$27,532	25.5%
Materials & Services	\$19,874	\$21,335	\$1,461	7.4%
Social Services	\$2,450,000	\$2,500,000	\$50,000	2.0%
<b>Total Expenditures</b>	<b>\$2,788,017</b>	<b>\$2,863,966</b>	<b>\$75,949</b>	<b>2.7%</b>

**Funding Source**

- Senior Services Fund

**Core Principle and Linkage**

**Provide Supportive Health & Human Services**

The Safe Housing program supports the core principle of “Providing Supportive Health and Human Services” by providing minor home repair and modifications so that Franklin County seniors can continue to reside in their homes free of barriers and unsafe conditions.

**Protective Interventions**

**Program Purpose**

The purpose of the Protective Interventions program is to provide advocacy for client rights, investigations, court intervention and other assistance to abused, neglected, and exploited vulnerable older adults so they can be protected from individuals or environments that endanger their physical or emotional well-being.

**Primary Services**

- Provide advocacy for client rights, investigations, court intervention and other assistance to abused, neglected, and exploited vulnerable older adults.
- Provide community awareness of issues impacting the safety of vulnerable older adults.

**Program Budget Overview**

	2022	2023	Variance	
	Approved	Recommended	\$	%
Personal Services	\$1,065,537	\$1,058,616	(\$6,921)	-0.6%
Fringe Benefits	\$569,620	\$622,360	\$52,740	9.3%
Materials & Services	\$124,056	\$169,243	\$45,187	36.4%
Capital Outlays	\$40,989	\$105,692	\$64,703	157.9%
Social Services	\$34,600	\$55,000	\$20,400	59.0%
<b>Total Expenditures</b>	<b>\$1,834,802</b>	<b>\$2,010,911</b>	<b>\$176,109</b>	<b>9.6%</b>

**Funding Source**

- Senior Services Fund
- Adult Protective Services Fund

**Core Principle and Linkage**

**Provide Community Safety, Security & Effective Justice**

The Protective Interventions program supports the core principle of “Providing Community Safety, Security and Effective Justice” by promoting community awareness of issues impacting the safety of vulnerable older adults, and by offering an intake point for reporting allegations of abuse, neglect, or exploitation of older adults.