

**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.

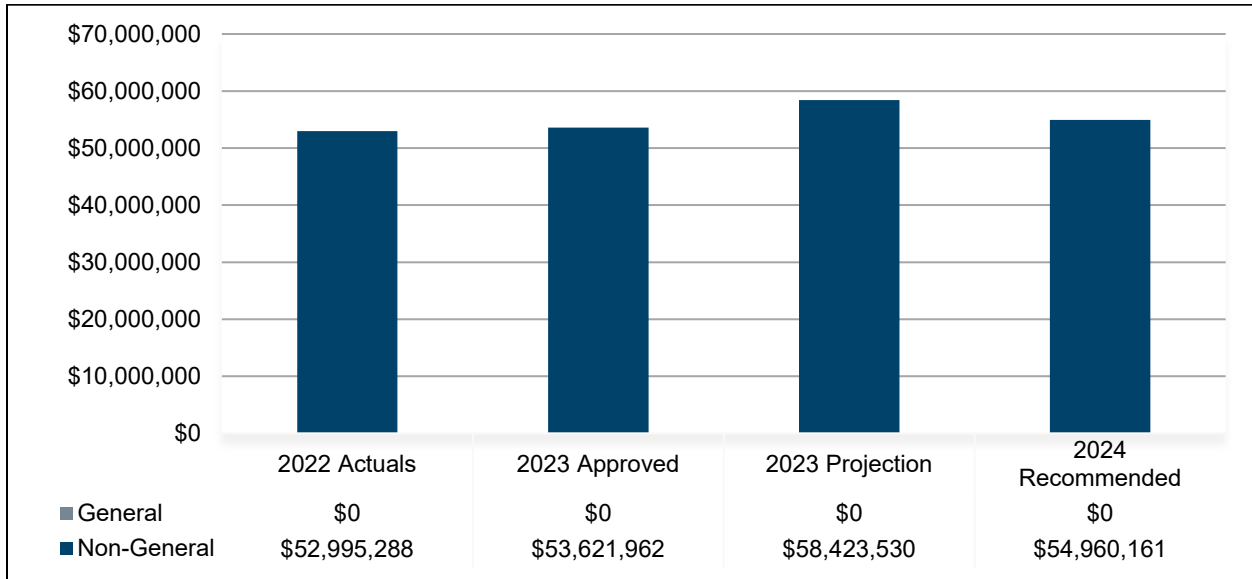
**Performance Spotlight**

**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 service 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.			
2022 Actual	2023 Budget	2023 Projected	2024 Budget
14,614	13,930	13,930	13,930

**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: 2023 Approved to 2023 Projection**

	<b>2023 Approved</b>	<b>2023 Projection</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$53,621,962	\$58,423,530	\$4,801,568	9.0%
<b>Total</b>	<b>\$53,621,962</b>	<b>\$58,423,530</b>	<b>\$4,801,568</b>	<b>9.0%</b>

The \$4,801,568 increase from the 2023 Approved Budget to the 2023 Projection is primarily attributed to:

- Higher than anticipated state funding due to a one-time Healthy Aging Grant, COVID-19 recovery grants to promote health and digital equity, and higher levy collections.

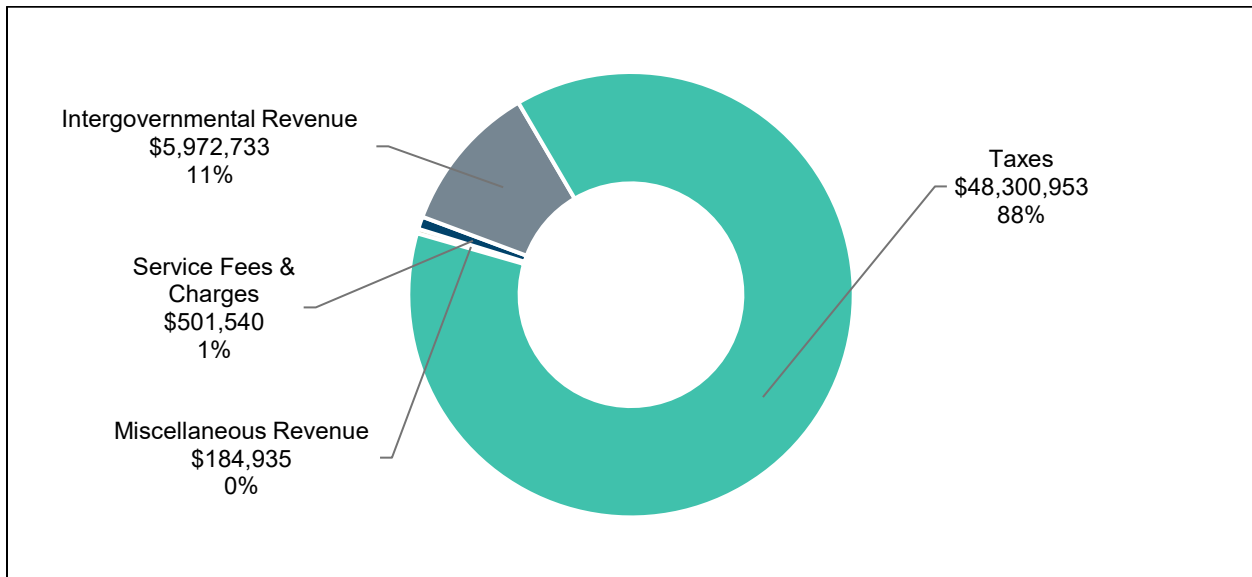
**Comparison: 2023 Approved to 2024 Recommended**

	<b>2023 Approved</b>	<b>2024 Recommended</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$53,621,962	\$54,960,161	\$1,338,199	2.5%
<b>Total</b>	<b>\$53,621,962</b>	<b>\$54,960,161</b>	<b>\$1,338,199</b>	<b>2.5%</b>

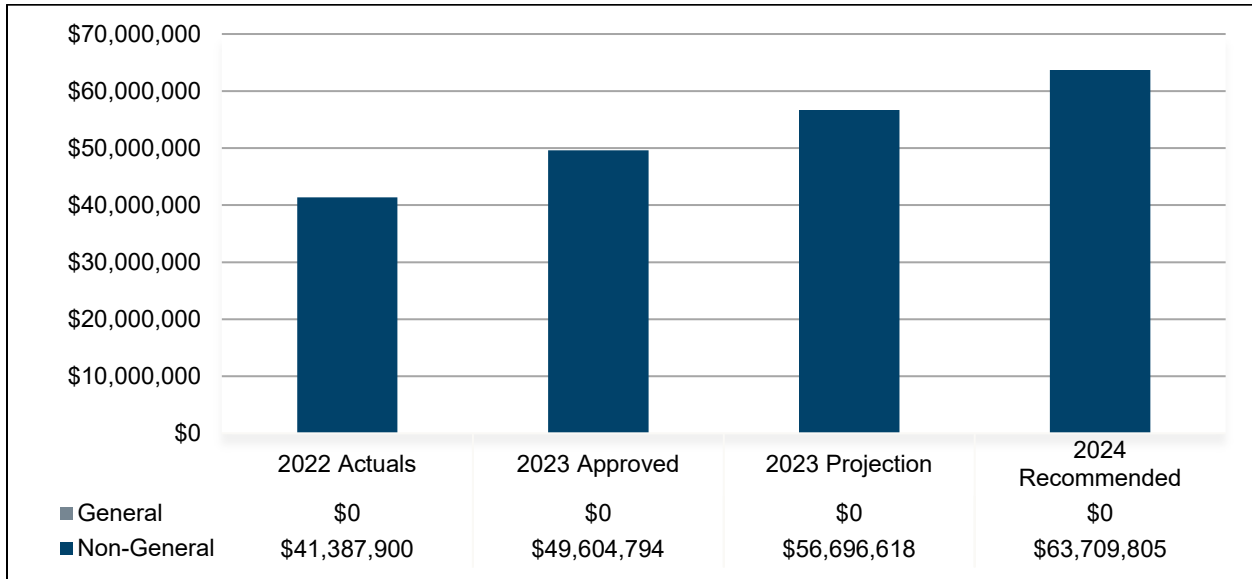
The \$1,338,199 increase from the 2023 Approved Budget to the 2024 Recommended Budget is primarily attributed to:

- Increases in levy collections and reimbursement from Children Services for providing kinship services to eligible seniors.

**2024 Recommended Budget  
Revenues by Category**



**Budget Summary – Expenditures**



**Significant items in the 2024 Recommended Budget**

Object Code	Budgeted Amount	% of Budget
PERSONAL SERVICES & FRINGE	\$9,748,693	15.3%
BOARD & CARE	\$34,282,125	53.8%
CASE MANAGEMENT	\$5,472,812	8.6%
GRANTS	\$4,187,657	6.6%
HOME REPAIRS SS	\$2,815,000	4.4%
ADULT NUTRITIONALS DELIVERY	\$1,888,448	3.0%
INCONTINENCY PRODUCTS DELIVERY	\$1,165,787	1.8%
IT CAPITAL SOFTWARE	\$721,709	1.1%
AUDITOR & TREASURER FEES	\$528,750	0.8%
CAREGIVER SERVICES	\$400,000	0.6%
<i>Other</i>	\$2,498,824	3.9%
<b>Total</b>	<b>\$63,709,805</b>	<b>100.0%</b>

**Comparison: 2023 Approved to 2023 Projection**

	2023 Approved	2023 Projection	Variance \$	%
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$49,604,794	\$56,696,618	\$7,091,824	14.3%
<b>Total</b>	<b>\$49,604,794</b>	<b>\$56,696,618</b>	<b>\$7,091,824</b>	<b>14.3%</b>

The \$7,091,824 increase from the 2023 Approved Budget to the 2023 Projection is primarily attributed to:

- Higher than anticipated expenditures in Board & Care, mainly due to increased provider rates and an increase in the number of clients served, Home Repairs, and Grants due to one-time funding for health and digital equity initiatives.

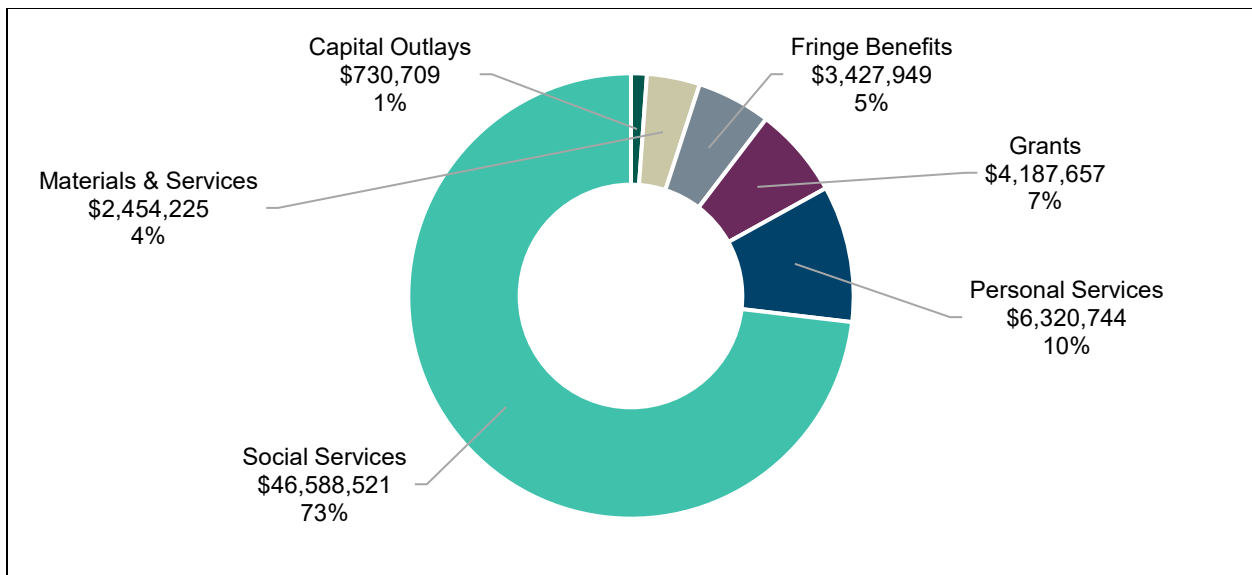
**Comparison: 2023 Approved to 2024 Recommended**

	2023 Approved	2024 Recommended	Variance \$	%
General Fund	\$0	\$0	\$0	N/A
Non-General Fund	\$49,604,794	\$63,709,805	\$14,105,011	28.4%
<b>Total</b>	<b>\$49,604,794</b>	<b>\$63,709,805</b>	<b>\$14,105,011</b>	<b>28.4%</b>

The \$14,105,011 increase from the 2023 Approved Budget to the 2024 Recommended Budget is primarily attributed to:

- Higher provider rates and the projected increase in the number of clients served within Board & Care and Adult Nutritional Delivery, new positions approved during 2023, and a request for additional case managers, as well as increases in Grants, Home Repairs, Capital Software, and IT Computer Stations.

**2024 Recommended Budget  
Expenditures by Category**



**Budget Summary – FTEs**

	2023 Budget	2024 Recommended	Recommended Budget as % of Total FTEs
General Fund	0.00	0.00	0.0%
Non-General Fund	109.00	120.00	100.0%
<b>Total Agency FTEs</b>	<b>109.00</b>	<b>120.00</b>	<b>100.0%</b>

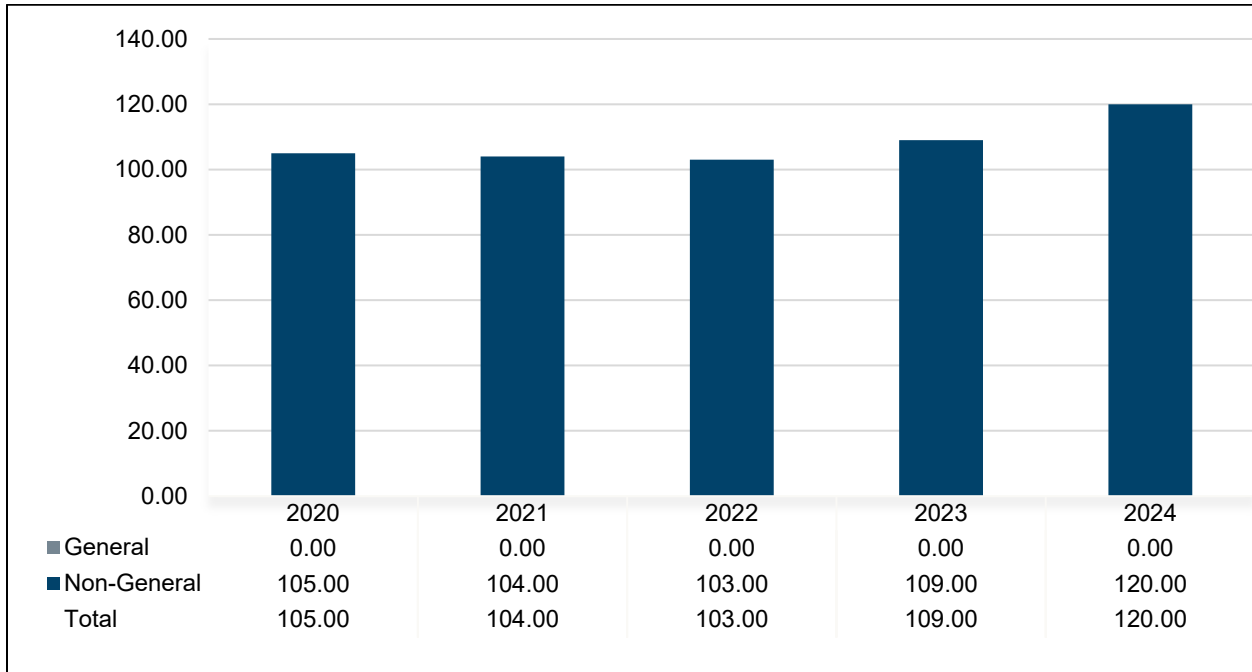
There is an increase of 11.00 FTEs from the 2023 Budget to the 2024 Recommended Budget.

**New Positions**

Position Title	# of Positions	Annual Salary	Source
Training Officer	2	\$53,061	Resolution No. 0562-23
Caregiver Support Coordinator	1	\$49,878	Resolution No. 0467-23
Case Manager	8	\$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>2023 Budget</b>	<b>Four-year Average</b>	<b>2024 Recommended</b>	<b>% Point Change to:</b>	
				<b>PY Budget</b>	<b>Average</b>
Senior Services Fund	3.0%	5.7%	9.0%	6.0%	3.3%
Adult Protective Services Fund	2.0%	7.1%	11.0%	9.0%	3.9%

The 2024 Vacancy Credit in the Senior Services Fund is higher than the four-year average and the 2023 Budget, however vacancy savings have been trending upwards.

The 2024 Vacancy Credit in the Adult Protective Services Fund is higher than the four-year average and the 2023 Budget, however vacancy savings have been trending upwards and the Vacancy Credit is consistent with the available funding for Adult Protective Services from FCDJFS.

**Fringe Benefits**

	<b>2023 Budget</b>	<b>Four-year Average</b>	<b>2024 Recommended</b>	<b>% Point Change to:</b>	
				<b>PY Budget</b>	<b>Average</b>
Senior Services Fund	3.0%	9.4%	9.0%	6.0%	-0.4%
Adult Protective Services Fund	2.0%	17.3%	11.0%	9.0%	-6.3%

The 2024 Vacancy Credit in the Senior Services Fund is higher than the four-year average and the 2023 Budget, however vacancy savings have been trending upwards.

The 2024 Vacancy Credit in the Adult Protective Services Fund is higher than the four-year average and the 2023 Budget, however vacancy savings have been trending upwards 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 to Maintain Manageable Caseloads</b>		
<b>Fund Type</b>	<b>New Positions</b>	<b>Amount</b>
Non-General Fund	8.00 FTEs	\$646,964
<p>Description: This request is for the addition of 8 full-time Case Managers (annual salary of \$47,507 each), to allow the agency to meet the increased enrollment demand due to the growth of the senior population and the expansion of services. This request consists of the following:</p> <ul style="list-style-type: none"> <li>• Four case managers to support and provide case management services to older residents and help the agency maintain more manageable caseloads.</li> <li>• Two additional case managers to expand the Hospital Care Transition pilot that places case managers onsite at emergency departments, working with hospitals to connect with admitted seniors who are deemed high risk for readmission. The Hospital Care Transition pilot was approved for one hospital in the 2023 Budget. Adding these case managers in 2024 will allow FCOA to expand into a second area hospital.</li> <li>• Two additional case managers to expand its current program to place staff on-site at community centers at community-based locations within Franklin County. FCOA began placing case managers in the Whitehall Senior Center and YMCA in 2023. Adding these case managers in 2024 will allow FCOA expand into a second community.</li> </ul> <p>With the continued growth of the senior population (now 18% of the total county population), and the expansion of services, the enrollment demand has increased significantly. The average caseload per case manager has increased from 129 in 2021 to an estimated 200 by the end of December 2023. The industry standard recommended caseload is 135 cases/case manager. Research has demonstrated that higher caseloads put a strain on the workforce and can negatively impact performance and retention efforts. More manageable caseloads also led to better outcomes for seniors. Adding these case managers will best position FCOA to meeting the changing needs of the senior population in Franklin County.</p>		



**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>2023 Projection</b>	<b>2023 Levy Plan</b>	<b>Cash Variance</b>
Beginning Cash Balance	\$82,151,026	\$75,741,060	\$6,409,966
Total Revenue	\$56,923,530	\$51,493,720	\$5,429,810
<u>Expenditures:</u>			
Personal Services	\$5,078,072	\$4,885,434	(\$192,638)
Fringe Benefits	\$2,628,387	\$2,788,974	\$160,587
Materials & Services	\$2,161,020	\$1,866,967	(\$294,053)
Capital Outlays	\$527,367	\$532,300	\$4,933
Grants	\$3,933,856	\$3,905,461	(\$28,395)
Social Services	\$40,774,828	\$36,638,726	(\$4,136,102)
Total Expenditures	\$55,103,530	\$50,617,862	(\$4,485,668)
Ending Cash Balance	\$83,971,026	\$76,616,918	\$7,354,108

	<b>2024 Recommended</b>	<b>2024 Levy Plan</b>	<b>Cash Variance</b>
Beginning Cash Balance	\$83,971,026	\$76,616,918	\$7,354,108
Total Revenue	\$53,460,161	\$51,742,265	\$1,717,896
<u>Expenditures:</u>			
Personal Services	\$5,332,746	\$4,983,143	(\$349,603)
Fringe Benefits	\$2,927,204	\$2,971,168	\$43,964
Materials & Services	\$2,454,225	\$1,851,734	(\$602,491)
Capital Outlays	\$730,709	\$473,600	(\$257,109)
Grants	\$4,187,657	\$3,983,570	(\$204,087)
Social Services	\$46,588,521	\$38,907,208	(\$7,681,313)
Total Expenditures	\$62,221,062	\$53,170,423	(\$9,050,639)
Ending Cash Balance	\$75,210,125	\$75,188,760	\$21,365

\*Expenditures are higher than the Levy Plan mainly because the number of clients served and provider costs are higher than anticipated, and the agency has increased its staffing level.

**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**

	2023	2024	Variance	
	Approved	Recommended	\$	%
Personal Services	\$712,863	\$874,763	\$161,900	22.7%
Fringe Benefits	\$391,580	\$474,806	\$83,226	21.3%
Materials & Services	\$1,083,646	\$1,060,166	(\$23,480)	-2.2%
Social Services	\$26,003,200	\$37,727,709	\$11,724,509	45.1%
<b>Total Expenditures</b>	<b>\$28,191,289</b>	<b>\$40,137,444</b>	<b>\$11,946,155</b>	<b>42.4%</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 including caregiver, and kinship caregivers. Engage with residents in Franklin County through community events and collaborative initiatives.
- Provide Supportive Health & Human Services to older adults.

**Program Budget Overview**

	2023	2024	Variance	
	Approved	Recommended	\$	%
Personal Services	\$263,936	\$359,092	\$95,156	36.1%
Fringe Benefits	\$134,172	\$187,738	\$53,566	39.9%
Materials & Services	\$8,975	\$14,592	\$5,617	62.6%
Grants	\$3,801,625	\$4,187,657	\$386,032	10.2%
Social Services	\$306,230	\$400,000	\$93,770	30.6%
<b>Total Expenditures</b>	<b>\$4,514,938</b>	<b>\$5,149,079</b>	<b>\$634,141</b>	<b>14.0%</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**

	2023	2024	Variance	
	Approved	Recommended	\$	%
Personal Services	\$3,383,872	\$3,560,849	\$176,977	5.2%
Fringe Benefits	\$1,861,316	\$1,963,194	\$101,878	5.5%
Materials & Services	\$494,309	\$885,500	\$391,191	79.1%
Capital Outlays	\$427,767	\$489,575	\$61,808	14.4%
Social Services	\$5,313,410	\$5,472,812	\$159,402	3.0%
<b>Total Expenditures</b>	<b>\$11,480,674</b>	<b>\$12,371,930</b>	<b>\$891,256</b>	<b>7.8%</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 or referral 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 or referral services to older adults and their caregivers.
- Provide resources and information on available services to support older adults and their families.

**Program Budget Overview**

	2023	2024	Variance	
	Approved	Recommended	\$	%
Personal Services	\$218,398	\$231,265	\$12,867	5.9%
Fringe Benefits	\$125,858	\$129,291	\$3,433	2.7%
Materials & Services	\$130,760	\$166,991	\$36,231	27.7%
Social Services	\$68,000	\$118,000	\$50,000	73.5%
<b>Total Expenditures</b>	<b>\$543,016</b>	<b>\$645,547</b>	<b>\$102,531</b>	<b>18.9%</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**

	2023	2024	Variance	
	Approved	Recommended	\$	%
Personal Services	\$207,110	\$222,321	\$15,211	7.3%
Fringe Benefits	\$135,521	\$134,698	(\$823)	-0.6%
Materials & Services	\$21,335	\$24,123	\$2,788	13.1%
Social Services	\$2,500,000	\$2,800,000	\$300,000	12.0%
<b>Total Expenditures</b>	<b>\$2,863,966</b>	<b>\$3,181,142</b>	<b>\$317,176</b>	<b>11.1%</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**

	<b>2023 Approved</b>	<b>2024 Recommended</b>	<b>Variance</b>	
			<b>\$</b>	<b>%</b>
Personal Services	\$1,058,616	\$1,072,454	\$13,838	1.3%
Fringe Benefits	\$622,360	\$538,222	(\$84,138)	-13.5%
Materials & Services	\$169,243	\$302,853	\$133,610	78.9%
Capital Outlays	\$105,692	\$241,134	\$135,442	128.1%
Social Services	\$55,000	\$70,000	\$15,000	27.3%
<b>Total Expenditures</b>	<b>\$2,010,911</b>	<b>\$2,224,663</b>	<b>\$213,752</b>	<b>10.6%</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.