

**November 2022**

# **The Franklin County Office on Aging**

## **Human Services Levy Review Committee Report**







June 15, 2022

Erica C. Crawley, President  
John O'Grady, Commissioner  
Kevin L. Boyce, Commissioner  
Franklin County Board of Commissioners  
373 S. High St., 26<sup>th</sup> Floor  
Columbus, Ohio 43215-6314

Dear Commissioners:

After a thorough analysis of the Franklin County Office on Aging levy request, it is the recommendation of the Human Services Levy Review Committee that the Board of Commissioners place a five-year 1.75 mill renewal levy on the November 8, 2022 ballot, to be effective for tax collections beginning January 1, 2023. Enclosed is a detailed levy review report that supports our recommendation.

Thank you for the opportunity to serve Franklin County in such a meaningful way.

Sincerely,

Jerry Friedman  
Interim Chair, Human Services Levy Review Committee

Cc: Kenneth Wilson, County Administrator

## FOREWORD

### 2022 Senior Options

### Human Services Levy Review Committee

### Report

On March 30, 1999, the Franklin County Board of Commissioners passed Resolution No. 311-99 (see Appendix A) creating the Human Services Levy Review Committee consisting of seven members to fulfill the following charge:

- ✓ Review social service levy requests
- ✓ Evaluate potential levy impact on service population, other social service providers, and the community
- ✓ Evaluate agency program performance on voted levy objectives
- ✓ Conduct ongoing financial reviews of levy funded social service agencies
- ✓ Provide recommendations regarding proposed millage amounts and the timing of levy requests

Current Committee members appointed by the Franklin County Board of Commissioners are (see Appendices B – G for appointment resolutions):

1. James A. Bowman, Director  
Bowman Advisory Group
2. Michael Curtin  
Franklin County Resident
3. Jerome E. Friedman  
Franklin County Resident  
– Interim Chairman, Human Service Levy Review Committee
4. Rose Handon, Ph.D.  
Franklin County Resident
5. Jesse M. Hemphill, CPA, Retired
6. Zachary T. Talarek, CPA, Director  
Franklin County Office of Management and Budget
7. VACANT

#### **The Committee is staffed by:**

Rachel Buske, OMB Analyst 2

Madeline Gresham, OMB Analyst 1

**Franklin County Office of Management and Budget (OMB)**

**2022**  
**Senior**  
**Options**

Human  
Services  
Levy  
Review  
Committee

**Report**

The Human Services Levy Review Committee (HSLRC) evaluates levy requests from both a financial and programmatic perspective to assure that information provided by human services agencies that seek levy approved funding have demonstrated prudent program and financial planning.

Committee staff works with the various agencies to compile and analyze the data presented to Committee members. Committee staff also prepares issue-oriented analyses and presents their findings to Committee members.

Committee staff works with Franklin County Children Services (FCCS), Franklin County Board of Developmental Disabilities (FCBDD), the Alcohol, Drug and Mental Health (ADAMH) Board of Franklin County, and Franklin County Office on Aging (FCOA) to submit financial and program information for the Committee's consideration, and to provide regular updates. During each levy cycle, agencies meet with the Committee for a mid-levy review to present an update on progress versus the levy plan and to provide information on any major issues or initiatives that are impacting operations or that could potentially impact the next request. This approach ensures that the Committee can knowledgeably evaluate each levy request, which facilitates their evaluation of future funding requests.

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## EXECUTIVE SUMMARY

The Franklin County Board of Commissioners, as the taxing authority for Franklin County, received a request from the Franklin County Office on Aging (FCOA) on February 22, 2022. The request was to place a county-wide property tax levy of 1.75 mills on the November 8, 2022 ballot. This request represents a renewal of the existing 1.75 mill 5-year levy that expires on December 31, 2022. More than 96% of FCOA's resources come from this single property tax levy approved by voters. Other funding sources include co-payments, federal, state, and local funds.

On behalf of the Board of Commissioners, Commissioner Erica C. Crawley, President, forwarded FCOA's request to the Human Services Levy Review Committee (HSLRC). The Commissioners asked the Committee to review the request and advise them of the Committee's recommendations.

### ***Human Services Levy Review Committee's Levy Recommendation***

After the HSLRC's review of FCOA's programmatic, operational, and financial information, the Committee recommends that a renewal of the expiring 1.75 mill levy for a period of 5 years be placed on the November ballot. The recommendation is based on the HSLRC Recommended Fiscal Plan through 2027 (see page 38).

The recommendation is supported by the following:

#### **1. The Franklin County Office on Aging levy request will allow the agency to address the projected demand for services while meeting the 90 days cash reserve criteria at the end of the levy cycle.**

After an extensive review of the FCOA levy request, which included a thorough analysis of historical and projected revenue and expenditures and an analysis of the current needs of the senior population, the HSLRC concurs with FCOA's request for a renewal. The renewal will be sufficient to maintain current service delivery levels for older adults in Franklin County and can accommodate the anticipated increased enrollment in 2023 with modest growth in 2024-2027.

Based on prior year expenditures and current year projections, the FCOA will end with current cycle with a cash balance significantly higher than the recommended three months of expenditures. The healthy cash balance, and the factbook assumptions and projections for the next cycle, demonstrate that FCOA will not have to reduce service delivery to the community, even as FCOA projects that demand will increase for some of the more expensive in-home services that were put on hold or delayed due to concerns about the COVID-19 pandemic such as homemaker care, personal care, and respite. FCOA is also well-positioned to be able to expand other services as needed and absorb contract cost increases that may occur.

**2. FCOA and HSLRC projections indicate that FCOA will end the current cycle with a significant cash balance that will give FCOA the flexibility to pilot and implement new initiatives to adapt the changing needs of the community.**

The HSLRC recognizes that FCOA's significant cash balance gives the agency the flexibility and the resources necessary to meet the current demand for services while also trying to remain agile so that it can predict, evaluate, and respond to emerging or changing needs. Having recently conducted a Community Needs Assessment, FCOA plans to address the feedback from seniors and fund new approaches to serve the community. In the first year of the new levy cycle, FCOA plans to offer new pilot programs that focus on issues such as the demand for affordable senior housing, computer literacy, digital equity, nutrition, and transportation. Another concern that FCOA plans to address is the homemaker shortage which has limited the ability of seniors to have some of their more serious needs met.

While the HSLRC supports FCOA in looking to pilot new initiatives and address the changing needs of the community, the Committee recognizes that FCOA must be prudent in prioritizing which investments to expand and what planned investments should be made and which can either be delayed or modified. While some of these pilots may become permanent, it is important to recognize that some might not be successful or practical to continue after the initial test phase.

***HSLRC Operational and Programmatic Recommendation***

In addition to the levy recommendation, the HSLRC has made several operational and programmatic recommendations to the Office on Aging as part of the levy review process. The first is to develop outcome-based performance measures and the second is to conduct rigorous program evaluations of existing and piloted initiatives and internal business processes. Both efforts should be enhanced by the new case management system currently being implemented; and should help FCOA determine if the agency is appropriately using resources to best serve the older population. Third, FCOA should plan to conduct an analysis of the pilot initiatives it plans to implement in 2023 and provide an update to the Committee at the mid-levy review. Finally, the HSLRC recommends that FCOA address staffing needs through the annual budget process when they determine that existing or new initiatives would benefit from additional staff. To lessen the burden on levy funds, FCOA should make every effort to coordinate and collaborate with other systems such as managed care organizations to provide efficient and effective wraparound services and cost share as appropriate.

## INTRODUCTION

Since 1993, the Franklin County Office on Aging (FCOA) has been providing community-based services through the levy supported Franklin County Senior Options (FCSO) program. The original senior levy was put before the voters in 1992 after the elimination of state funding for the Options for Elders program. The Senior Options program has helped Franklin County residents over the age of 60, who have a demonstrated need for FCSO services, maintain their independence and quality of life.

The purpose of the FCSO program is to help older adults maintain their sense of independence, retain a good quality of life, and avoid or delay the need for institutional care. FCOA plays two major roles in the implementation of FCSO: service provider and service purchaser. FCSO is the "one-stop shopping" point for information and access to senior services. A single call to FCSO at (614) 525-6200 can link older adults and their families with a caring professional trained to help solve senior problems. Through a large provider network, FCSO provides services such as home delivered meals, homemaker, personal care, respite care, adult day care, transportation, emergency response systems, and minor home repair.

The Franklin County Board of Commissioners, as the taxing authority for the County, received a request from FCOA to place a countywide property tax levy of 1.75 mills on the November 8, 2022 ballot for FCSO. This request is a five-year renewal of the 1.75 mill levy expiring at the end of 2022 (see Appendix H).

Commissioner Erica C. Crawley, President, on behalf of the Board of Commissioners, forwarded the FCOA request to the Human Services Levy Review Committee. In the request, the Commissioners asked the Committee to review FCOA's request and advise them of their recommendations (see Appendix I).

This report is the Human Services Levy Review Committee's response to the Board of Commissioners' request.

### Franklin County Vision

The vision is to provide responsible, efficient, and effective government that delivers outstanding public services through innovative leadership and sound fiscal management, and improves the quality of life for the residents of Franklin County.

### Agency Mission and Vision

The mission of the Franklin County Office on Aging is to provide centralized access to diverse programs and individualized services for older adults and their families so they can preserve their independence and quality of life. The vision of the Office on Aging is to be recognized as the premier provider of services that improve overall quality of life with dignity and respect for Franklin County's older adults.

### Franklin County Office on Aging

Franklin County was the first urban county in Ohio to pass a senior levy and was the first to use the levy for the development of a system of home and community-based care. As of 2022, 74 of Ohio's 88 counties have some form of senior levy supporting home and community-based care. Franklin County residents have been supportive of the levy since the initial campaign. FCSO is funded by the five-year Senior Services Levy passed by Franklin County voters beginning in 1992.

Since the first levy, FCOA has developed and maintained a program that focuses on providing the following core elements:

- A central entry point or "one-stop shop" approach would be retained;
- A person would not be required to spend down to poverty in order to receive services (a cost sharing mechanism would remain part of the program);
- A person would not have to decline to a nursing-home level of frailty to get services; and
- A diverse set of services and programs would be made available.

In addition to its mission and vision, Franklin County is attempting to align its service delivery with the Social Determinants of Health as identified by the U.S. Department of Health and Human Services<sup>1</sup> and the Franklin County Rise Together Blueprint for Reducing Poverty<sup>2</sup>. The social determinants are the social conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. The

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<sup>1</sup> <https://health.gov/healthypeople/priority-areas/social-determinants-health>

<sup>2</sup> [https://commissioners.franklincountyohio.gov/COMM-website/media/Documents/FRANK-Report-1-10-Web-Ready-\(Large\)\\_1.pdf](https://commissioners.franklincountyohio.gov/COMM-website/media/Documents/FRANK-Report-1-10-Web-Ready-(Large)_1.pdf)

Blueprint is a collaborative effort to improve economic mobility, family stability, and equitable access to opportunity across Central Ohio. Recognizing that most of FCOA's clients fall in lower income brackets, the attempt to integrate the goals and recommendations of these two efforts will help FCOA reach new clients and improve the service delivery for existing clients.

## Senior Options Program and Services

The purpose of the FCSO program is to help Franklin County adults, aged 60 and older, maintain their sense of independence, retain a good quality of life, and avoid or delay the need for institutional care. FCOA partners with over 90 organizations to provide the community-based services that have been identified as crucial to meeting the needs of those wishing to remain independent as long as possible at home. Based on the FCOA organization structure, the services available to FCSO enrolled participants and Franklin County residents are divided into three lines of business:

### I. Senior Services

**Home and Community-Based Care** provides needed services to Franklin County older adults and their families, so they can preserve their independence and experience an improved quality of life. Services include:

Home Delivered Meals	Homemaker Services	Adult Day Services	Emergency Response Systems
Personal Care Services	Respite Services	Health Maintenance Supplies	Transportation Services

**Community Support, Outreach, and Specialized Services** provide specialized services to older adults so they can improve their ability to live and function in the community. Services include:

Congregate Meals	Employment and Volunteer Services	Caregiver Consultation	Prescription Support
Health/clinic Screenings	Older Adult Refugee Services	Legal Aid Services	Senior Fitness Programs

**Customer Services Management** provides individualized customer service to older adults and their families so they can access a trained professional who can address their unmet needs. In addition to assisting seniors enrolled in the Senior Options program, FCOA case managers provide information and referral and one-time advocate services on behalf of seniors and their families. Services

include:



## II. Community Awareness

**Public Information** provides information, education, and consultation services to older adults and their families so they can gain knowledge about access to resources and services. Services include:



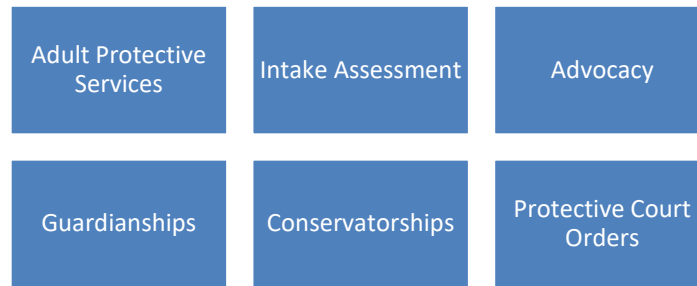
## III. Adult Safety

**Safe Housing** provides home modifications and/or repair, safety products, and assistance to eligible Franklin County residents so they can live in their homes free of barriers and unsafe conditions. The number of seniors receiving services increased 45.0% since 2018. In 2021, 1,722 repairs were completed, which accounted for almost \$1.8 million in home repairs and modifications. The number of home repairs in 2020-2021 were slightly lower than in prior years due to the impact of the COVID-19 pandemic on costs. Services include:



**Protective Interventions** provides advocacy for client rights, investigations, court intervention, and other assistance to abused, neglected, and exploited adults so

they can be protected from individuals or environments that endanger their physical or emotional well-being. Services include:



The Protective Interventions program is mainly funded through Title XX revenue from Franklin County Job and Family Services, passed through from the Ohio Department of Job and Family Services. This program receives financial support from the Senior Options levy fund as necessary, and it shares other resources such as staffing.

## FCOA Service Delivery Roles

### Service Provider Role

FCOA maintains a staff of 82.35 positions that support the two major roles in the provision of FCSO: service provider and service purchaser. The service provider role involves case management and the service purchaser role involves purchasing needed services for clients through third party arrangements.

The Office on Aging initiates the assessment process for seniors interested in receiving services in three main ways:

- An individual calls the one-stop number: (614) 525-6200
- An individual contacts the FCOA via the agency's website and a caseworker follows up
- Community professionals can submit referrals on behalf of seniors who need services, as long as the professional demonstrates that the senior is aware of and wants the referral. A case manager will then follow up the senior.

In 2021, there were 69,466 calls received by the Senior Options program. This represents an increase of 17.8% from 2020. Frequently, the case manager handling the contact will either provide simple Information & Referral (I&R) or more complicated advocacy. For those requesting services, the case manager will conduct an initial assessment for enrollment into community-based services provided by the Office on Aging. Because FCOA is committed to be the payor of last resort, the case manager will refer the resident to other services as appropriate.

For those seniors eligible to enroll in services, the case manager collects all pertinent information, including insurance information, emergency contacts, medical condition,

services that are currently in place in the home, veteran status, and Medicare/Medicaid status. Case managers also collect information concerning the senior's ability to conduct activities of daily living (ADLs), such as bathing and eating and instrumental activities of daily living (IADLs), such as money management and laundry. These questions are necessary to determine the current level of functioning and to ensure seniors are connected to the right services.

The case manager also collects information about income and liquid assets to be able to assess whether a client will require a co-pay based on the sliding-fee scale. Co-pays range from 2% to 100%. Currently, 55% of seniors have a co-pay. In 2022 FCOA will be aligning the sliding fee scale to the 2022 Home and Community Based Services (HCBS) Waiver Special Income Level (SIL). By adjusting the Sliding Fee Scale, residents with income less than \$1,640 per month (150% of the Federal Poverty Level) and less than \$7,500 in assets will be able to receive services without a cost share. After this alignment is implemented, approximately 29% of clients will have a co-pay.

The monthly cost cap for services is currently \$1,000/month per participant. Plans for clients who need 24-hour supervision can be expanded to \$1,500/ month. These plans often include some of the more expensive services such as adult day health, personal care, and respite.

Four areas are evaluated to determine each participant's individualized care plan, or level of service:

- the participant's demonstrated need for a service FCSO provides
- the participant's (or caregiver's) wishes regarding service
- service availability
- cost of the care plan related to monthly cost cap amounts

FCSO provides Information & Referral, advocacy, crisis intervention, assessment of care needs, and care plan development. When it comes to ongoing case management, FCSO handles the plans for 70% of the enrollees. The agency contracts with the Central Ohio Area Agency on Aging (COAAA) who provides the case management for the 30% of the clients who require ongoing face-to-face management (these cases are usually more time intensive). The average caseload for a FCOA case manager is 155 clients and 55 clients for a COAAA case manager. The chart on the following page presents a five-year staffing history for both agencies.

Five-Year Budgeted Staffing Levels		
Year	FCOA	COAAA
2018	80.8	49.6
2019	81.6	49.71
2020	83.4	49.2
2021	83.45	53.4
2022	82.35	52.41

Case managers are well-trained and equipped to ensure that clients receive the correct level of care. FCOA developed and implemented the Client Stratification Tool which is a systematic approach to determining the appropriate case management level of care on a client-by-client basis. The tool tracks risk factors and utilizes a scale to assess severity of need. Certain risk factors indicate an intensive level of case management would be required. The tool generates a score which guides the case manager in all decision-making. Clients are reassessed to determine their need for services at six and twelve-month intervals and more frequently if necessary. Participants can and do move to other levels of care whenever circumstances warrant a shift in need.

#### Service Purchaser Role

In addition to direct services (including case management) provided by FCOA and COAAA, FCOA purchases services to be provided directly to seniors utilizing the following three methods:

##### 1. Grants to Non-Profit Agencies

Approximately \$3.7 million was disbursed in 2021 through grant agreements with 32 non-profit community organizations that provide 46 specialized services. Overall, FCOA grant programs served 45,805 seniors in 2021. These grants were issued via a Request for Proposal (RFP) process managed by FCOA. The purpose of the grants was to expand the range of services available to the senior community. The funding assists in filling service gaps, such as nursing clinics, care giver support, group transportation, and hearing assessments.

##### 2. Competitively Bid Purchase of Service (POS) Agreements

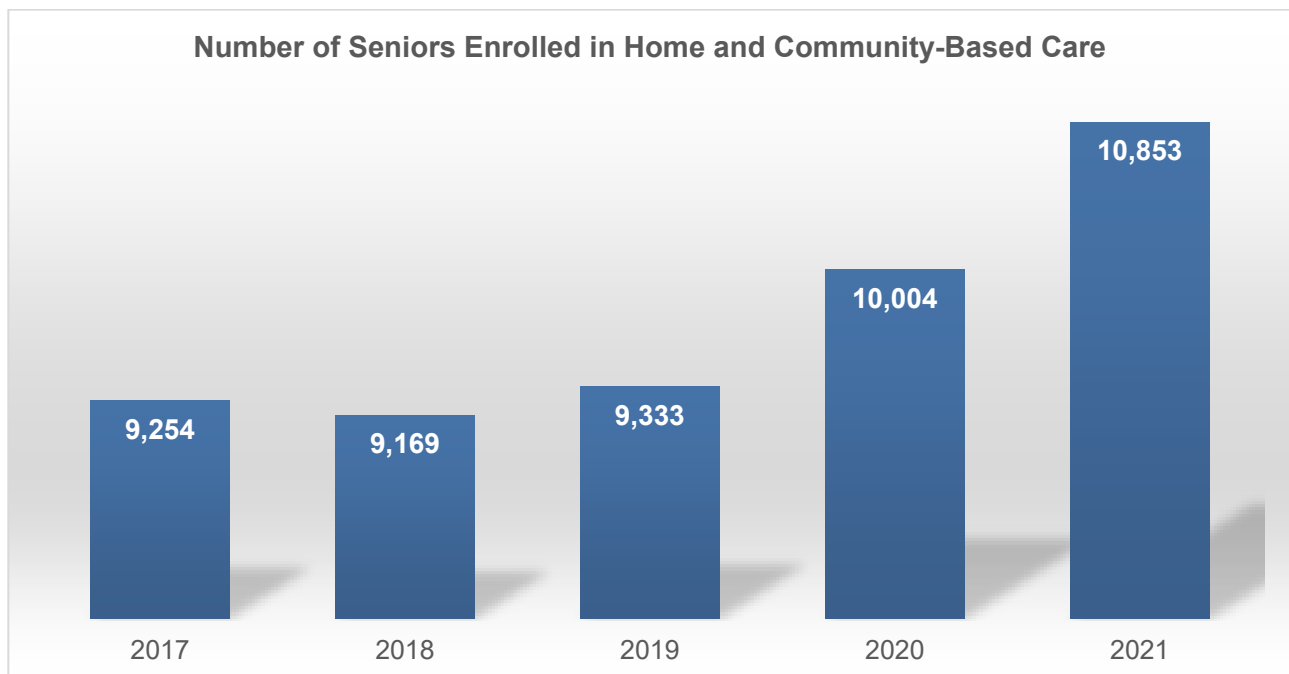
Most services provided are the result of a POS agreement entered into between the Franklin County Board of Commissioners and over 97 agencies (63% of which are woman or minority owned) that provide home and community-based services. The agencies include private for-profit and non-profit entities. Unit rates for the services are competitively bid through the Franklin County Purchasing Department.

##### 3. Purchases on a Case-by-Case Basis

The purchase of certain services is provided on a case-by-case basis. The services may include rent assistance, utility assistance, and moving services.

## Senior Options Participants and Current Service Delivery

FCOA serves Franklin County residents aged 60 and older who have a demonstrated need for services that FCSO can provide. The purpose of the FCSO program is to help older adults maintain their sense of independence, retain a good quality of life, and avoid or delay the need for institutional care. As shown in the following chart, FCOA provided home and community-based care services to over 10,853 individuals in 2021, an 18.4% increase from 2017. This increase occurred even as the impact of the COVID-19 pandemic caused seniors to delay or postpone many in-home services. During the pandemic, there was a significant increase in certain services, including home meal delivery. The services that tended to decline were homemaker, personal care, and respite. The fact that FCOA saw an overall increase in enrollment despite the pandemic demonstrates the increased demand for services from the growing senior population.



FCOA provided demographic information on the seniors enrolled in FCSO from 2016-2020. Overall, 77% of clients are widowed, divorced, or single. The majority of those served are female (67%), widowed (35%), and living alone. Thirty-seven percent of clients are age 60-69, 35% are 70-79, and the rest are 80 and older. Most of the population served has incomes below the poverty line. There is a higher percentage of minority seniors (41%) than in the overall County population. This corresponds to the fact that non-whites generally have poorer health outcomes. Most seniors served reside in parts of the county that have been identified in the Franklin County Rise Together Blueprint for Reducing Poverty as areas of vulnerability for seniors, such as the south end, the Linden area, the near eastside, and Franklinton.

The Office on Aging indicates that the top services utilized from 2016-2022 were: transportation, emergency response, home delivered meals, homemaker, and incontinence supplies. The table on the next page depicts the ten most popular services and their usage over time.

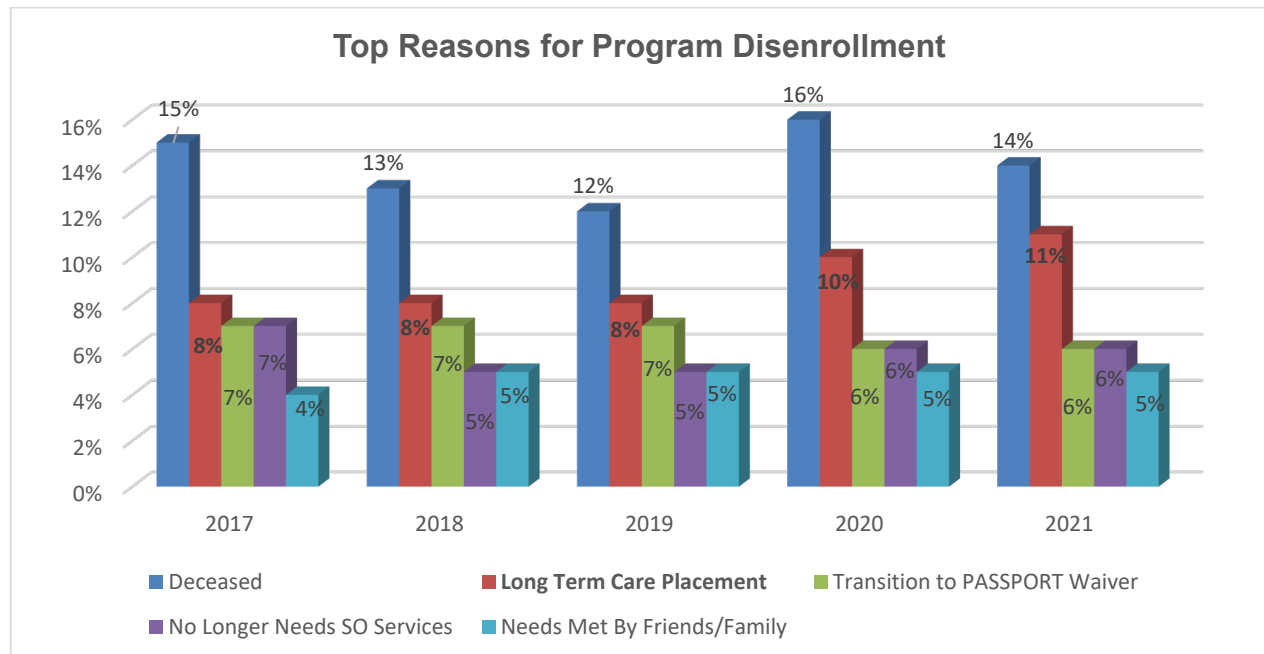
## FCOA Service Utilization for Top Services 2016-2020

Service	2016	2017	2018	2019	2020
<b>Transportation</b>					
Number Served	5,037	5,224	5,361	5,557	5,481
Services Provided (Miles Traveled)	2,115,654	2,035,758	2,011,356	1,955,202	1,239,704
<b>Escort Transportation</b>					
Number Served	N/A	N/A	590	622	581
Services Provided (Hours)	N/A	N/A	5,858	5,953	4,789
<b>Home Delivered Meals</b>					
Number Served	3,642	3,842	3,809	3,883	5,069
Services Provided (# Meals)	651,907	673,446	681,998	710,385	922,074
<b>Homemaker</b>					
Number Served	3,019	2,923	2,947	2,903	2,625
Services Provided (Hours)	116,789	102,755	105,185	102,517	85,882
<b>Personal Care/Respite Care</b>					
Number Served	1,068	1,060	972	991	984
Services Provided (Hours)	117,318	111,116	98,906	95,785	93,628
<b>Adult Day Health</b>					
Number Served	199	185	164	154	92
Services Provided (Days)	14,202	12,590	9,810	8,268	1,982
<b>Emergency Response Systems</b>					
Number Served	5,054	5,067	5,054	5,232	5,270
Services Provided (ERS Units)	49,146	43,628	44,218	44,302	12,572
<b>Incontinence Supplies</b>					
Number Served	1,932	1,935	2,031	2,107	2,184
Services Provided (# Products)	47,173	48,405	52,840	55,709	60,146
<b>Nutritional Supplements</b>					
Number Served	1,111	1,101	1,121	1,150	1,175
Services Provided (# Supple.)	11,598	11,446	11,979	12,306	12,369
<b>Durable Medical Equipment</b>					
Number Served	524	528	482	402	457
Services Provided (DME Items)	674	680	656	524	549

## FCOA's Performance Reporting

The major goal of the Senior Options program is to help seniors live independently and age in place without needing long-term care placements. To this end, the agency measures the percentage of clients disenrolling from the program due to long term care placement (in a nursing home). FCOA staff have set an internal benchmark of having disenrollment due to long-term care placements of 15% or lower. The chart on the next page displays the top five reasons for disenrollment from 2017-2021. As the data demonstrates, FCOA continues to see fewer than 15% of clients disenrolling due to placement in a nursing home. While FCOA recognizes that nursing home care is at times the safest and most appropriate option for clients, the agency monitors

disenrollment to evaluate whether alternative interventions or services could have delayed or prevented long-term care placement.



The Office on Aging collects and reports on performance data as a part of the annual budget process and uses this data to inform its business practices. Some of the data collected during the current cycle from 2018-2021 includes:

- There were 267,544 total calls received by the Senior Options Program
- 94.5% of surveyed seniors were satisfied with the support provided by their case managers during the current cycle
- FCOA reduced the time between the initial assessment and the in-home visit from 3 to 2 weeks
- 93.0% of seniors surveyed reported that services provided had helped them remain in the home
- 97.5% of home repairs were completed in a timely fashion

FCOA is planning to develop new performance measures as a part of its new Strategic Business Plan that is currently under development. FCOA will work closely with the Franklin County Office of Management and Budget and Franklin County Administration on this effort. It is anticipated that future performance reporting will be greatly aided by the enhanced data collection and reporting capabilities of the new case management system that is currently under development. The agency is planning to align its new measures with the social determinants of health and the Franklin County Rise Together Blueprint for Reducing Poverty. While FCOA will develop new measures, staff will continue to track much of the same information and will merely be looking to better determine how well their programs are working for the senior population and how they can be improved.

## Noteworthy Accomplishments

The Office on Aging highlighted many noteworthy accomplishments that were achieved during the current levy cycle. The following are just some of the accomplishments reported:

### ***Home Delivered Meals Provided for Free during the Pandemic***

Beginning on April 1, 2020, the agency started providing Home Delivered Meals at no cost to seniors in Franklin County. This service ensured that all residents had access to healthy and nutritional meals. As a result of starting this service, FCOA has seen a 15% increase in meal delivery from 2020 to 2021. In Zip Codes associated with a high level of poverty alone, FCOA served 775 unduplicated seniors in 2020 and an additional 912 unduplicated seniors in 2021. A 0% co-pay on meals is currently being offered to residents through July 1, 2022.

### ***Community Needs Assessment***

FCOA collaborated with COAAA and the Age-Friendly Innovation Center to complete the Central Ohio Older Adult Needs Assessment. This assessment was recommended by the HSLRC previously and FCOA received assistance from the FCOA grant awarded organizations and Franklin County Job and Family Services. The assessment was conducted through a representative sample of mail, phone, and in-person surveys and a convenience sample of online surveys. Conducting regular needs assessments are a way for FCOA to provide the continued evaluation of service needs so that it can enhance offerings. FCOA is using the feedback from this assessment to guide its strategic plan that is currently being developed.

### ***Specialized Program Assessing Resource Connectivity (SPARC) Program***

FCOA does sometimes receive referrals from law enforcement or EMS personnel when they have contact from seniors who might benefit from in-home or community services and supports. In 2015, FCOA and COAAA began working with the Columbus Fire Department (CFD) to develop the SPARC program to “embed” a licensed Social Worker within the CFD to provide information and access to services for older adults who utilize 911 (sometimes inappropriately). This program continues to be a success and has been expanded to include additional social workers. In 2020, there were 1,125 referrals made to this program, and 704 were older adults aged 60 and over. Of those referrals, 390 seniors were newly referred for in-home services and supports, and 251 were re-linked with a community-based case manager.

### ***Implemented the Recommendations of the Operational and Programmatic Review***

FCOA contracted with an outside firm for an operational review of agency operations in 2016. The goal of the operational review was to identify recommendations that would help the agency further the effective and efficient use of its available resources. The review included four categories of focus: organizational structure, workforce, business management, and technology.

There were more than forty recommendations included in the final report and most of

them have been implemented during this cycle. Some of the recommendations that have been implemented to improve operations are:

- Restructuring positions for efficiency and effectiveness
- Improving the agency's website, including the addition of online payments
- Developing and tracking impactful measures of success
- Creating leadership training programs to ensure employees maintain current and strong skill sets to serve the community

### ***Addressed Digital Equity among Seniors***

The agency has worked hard during this cycle to help seniors have access to affordable internet and ensure they have the skills to utilize computers and are educated and protected against potential scams. In 2021, FCOA was able to fund three projects to provide socially and economically disadvantaged seniors in Franklin County with devices, hotspots and online trainings and socializations. The three tech projects were funded through the American Rescue Plan<sup>3</sup> and helped a total of 291 unduplicated seniors. FCOA also joined the Franklin County Digital Equity Coalition, which includes representation from businesses, governmental, educational institutions, non-profits, and the social sector, to ensure that the senior community has adequate representation.

### ***Developed a Client Stratification Tool***

During this levy cycle, the Senior Options program leadership wanted to develop a systematic method for assessing a client's need for case management and for tracking of risk factors which would indicate an intensive level of case management would be required. In 2020, the team explored various models, and created the program's Client Stratification Tool. The tool uses risk factors to place clients on a scale to assess the severity of need. A score is generated, which guides the case manager in determining the appropriate case management level. After a testing phase, the tool was implemented program wide for use in May of 2021.

### ***Kinship Support Program***

Utilizing funds from the Caregiver Support Grant, FCOA implemented a Kinship Support Program to support seniors who are caring full-time for minor children who are not their biological children. The program provides supports such as appliances, diapers/pull-ups, and rent assistance. A total of 52 families were served in 2021. FCOA will work with Franklin County Children Services to ensure that services provided are not duplicated.

### ***Assisted Seniors in Receiving COVID-19 Vaccinations***

The Office on Aging worked with Franklin County Public Health during the COVID-19 Pandemic to facilitate the vaccination process. FCOA recognized that many vaccination sites only filled appointments online and so caseworkers assisted seniors who have difficulty using the internet in scheduling appointments. FCOA also created a new

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<sup>3</sup> <https://www.whitehouse.gov/american-rescue-plan/>

service called COVID Escort Transportation which provided free transportation for 1,062 residents to ensure they were able to make their appointments. FCOA also assisted 44 homebound seniors with access to vaccinations by referring them to FCPH and the Columbus Health Department.

### ***Maintain I&R Specialist Certification for a Majority of Staff***

Currently, 64% of Franklin County Senior Options team members are certified as Information & Referral Specialists in Aging and Disabilities. This certification is provided by the Alliance of Information and Referral Systems<sup>4</sup> and allows staff to work to continuously improve their service delivery and participate in enhanced agency quality assurance and consistency standards. FCOA received reaccreditation as an agency in 2014 and is actively working to be recertified despite the delays caused by the Pandemic.

## **Collaborations**

In addition to the COAAA, FCOA partners with various agencies and community groups to advocate for senior services and provide services that meet their needs. The following are just some of the community collaborations that occurred during the current levy cycle:

- FCOA has begun partnering with the other Franklin County Board of Commissioners' health and human service (HHS) agencies to develop a "One Door" service model to better serve residents. This model aligns the HHS goals, resources, and programs to allow for cross agency collaboration. It uses a holistic centered approach to administer program access and services to streamline access, reduce application fatigue, and reduce the challenges faced by individuals or families that need assistance from multiple agencies. Increasing shared awareness of resources and best practices for HSS will lead to improved outcomes for Franklin County's seniors and all residents.
- Since 2011, FCOA has worked closely with the Franklin County Veterans Service Commission (VSC) to address service needs of veterans who qualify for both VSC and FCSO. VSC uses existing FCOA service specifications, eligibility criteria, and rates for emergency response systems and minor home repair rather than creating duplicate structures. The collaboration for the provision of minor home repair services has resulted in quicker completion of home repairs for veterans. In addition, the VSC provides reimbursement funding to FCSO for home repairs for qualified veterans, widows/widowers, and spouses.
- FCOA has worked with other agencies and outside contracted to improve its contracting operations to ensure that Franklin County residents are served effectively and efficiently. Some examples of these collaborations are:

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<sup>4</sup> <https://www.airs.org/i4a/pages/index.cfm?pageid=1>

- Partnering with Franklin County Job and Family Services (FCJFS) and VSC on a Cooperative Transportation Contract designed so that each agency can share an extensive network of transportation businesses to serve each agency's clients.
- Partnering with Franklin County Children Services on a contract to purchase mattresses in bulk.
- Partnering with the Central Ohio Area Agency on Aging (COAAA) and OSU's Age Friendly Innovation Center (AFIC) on the Community Needs Assessment. As a part of this effort, FCOA partnered with FCJFS to use its existing contract to conduct focus groups. These collaborations saved an estimated \$100,000. These assessments allow FCOA to keep its finger on the pulse of the aging community and continuously improve upon existing and new services and service delivery.
- FCOA worked with the Franklin County Treasurer's Office on its online payment system to allow the processing of client payments online.
- Over the latter period of the current levy, FCOA has increased collaborations with the social work and case management teams at OhioHealth and Wexner Medical Center. FCOA has participated in trainings with hospital staff to make them aware of agency programs, the referral process, and the responsibilities that come with being a mandated reporter to Adult Protective Services in suspected cases of neglect and abuse. FCOA has worked to become a direct contact and has provided information to include in the After Visit Summary and discharge packets so that patients are aware of services that are available once the temporary support of a hospital stay has ended. FCOA is working to add other hospitals to this collaboration.
- FCOA also coordinates with the Central Ohio Hospital Council (COHC) which is a forum of hospitals and community stakeholders to collaborate to improve the quality, value, equity, and accessibility of healthcare. Some of this work includes:
  - The Hospital Readmission Reduction Program (HRRP) is a Medicare value-based purchasing program to better engage patients and caregivers in developing discharge plans to reduce the need for avoidable readmissions. Many seniors leave hospitals with short-term care plans and the role of FCOA is to work to ensure that long-term care services are available and in place.
  - FCOA's Director was part of the Steering Committee for the HealthMaps 2022. The Director represented the aging community and served on the Life Expectancy Committee. The final report will be released later this year. Office on Aging staff will be a part of the community team that will work on the Community Health Improvement Plan (CHIP) to address the issues identified by the Committee.
- FCOA assisted the Alcohol, Drug and Mental Health (ADAMH) Board of Franklin County in its development of a campaign aimed to reduce the stigma of mental

health. The agency coordinated roundtables with community professionals to gain insight into ways to address these concerns related to seniors and to identify potential barriers for accessing services. The agency also sponsored Senior Chats with older adults to hear directly from seniors. This campaign was titled “Emotional Wellness Matters.”

- The Office on Aging collaborates with many other community groups, some that focus exclusively on seniors and some which focus on the broader community. When working with groups that focus on the broader community, FCOA strives to ensure that seniors have a voice and a trusted partner at the table, since seniors often have unique perspectives and needs that could inadvertently be overlooked. In 2021, some of these collaborations included:
  - Catholic Social Services Foster Grandparent Advisory Councils
  - Dedicated Senior Medical Center
  - Franklin County Public Health Chat Groups
  - Franklin County Suicide Prevention Coalition
  - Ohio Grandparents Kinship Coalition and the Ohio Kinship & Navigator Regional Advisory Council Meetings
  - FCJFS Family Stabilization Unit

## SENIOR OPTIONS LEVY REQUEST

### Levy History

Franklin County's first Senior Options levy passed 1992. The levy has gone on the ballot and passed five more times since then. By statute, the Office on Aging cannot request a levy duration longer than 5 years. The table below details the results of the six FCSO levies:

Year	Millage and Type	Result	% in Favor
1992	0.75 mill levy	Passed	64%
1997	0.75 mill levy with a 0.10 replacement	Passed	72%
2002	0.85 mill replacement	Passed	81%
2007	0.90 mill (0.85 mill replacement plus 0.05 mill increase)	Passed	78%
2012	1.30 mill (0.90 mill replacement plus 0.40 mill increase)	Passed	62%
2017	1.75 mill (1.30 mill renewal plus 0.45 mill increase)	Passed	84%

### Current Millage

Voted Millage	Effective Millage*	Year Collections Began	Duration (Years)	2022 Collection Estimates
1.75	1.295577	2018	5	\$50,336,795.40

\*Effective Residential Rate

The primary source of funding for FCOA is the Senior Options property tax levy. FCOA is currently operating with a 5-year, 1.30 mill renewal levy with a 0.45 mill increase that began collections in 2018. The levy was passed in 2017 by an 84% margin and is estimated to generate \$50.3 million in revenue for tax year 2021, collection year 2022. The current levy collections end in December 2022.

### Requested Millage

The Franklin County Board of Commissioners received a request from FCOA to place a countywide property tax levy of 1.75 mills on the November 8, 2022 ballot for FCSO. This request is a five-year renewal of the current 1.75 mill levy. Commissioner Erica C. Crawley, President, forwarded the FCOA request to the HSLRC Chairperson on behalf of the Board of Commissioners. In the request, the Commissioners asked the Committee to review the request and advise them of their recommendations.

The Franklin County Auditor's Office estimates that FCOA's levy request of a renewal of the existing 1.75 mill, 5-year levy would generate \$50.3 million annually. This would cost the owner of a \$100,000 home \$41.13 per year (or 11 cents per day). The proposed tax levy will **not** result in additional taxes for Franklin County property owners.

According to FCOA, passage of this levy will enable FCOA to respond in a responsible manner to the needs of the seniors in Franklin County. FCOA will be able to maintain the availability of a range of home and community-based services for an increasing number of seniors, such as customer services management, minor home repair, community awareness efforts, and specialized services designed to fill gaps for those in need.

Passage of this levy will support the anticipated increased enrollment in 2023 with modest growth in 2024-2027. It is also anticipated that there will be more than the required three months' worth of operating funds remaining at the end of 2027. To address growing demand and the changing needs of the community, FCOA plans to pilot new initiatives and add six full-time case managers and a case manager supervisor, as well as a new team to the contract with COAAA.

With the successful passage of the 1.75 mill senior services levy, FCOA has made the following commitments to the community:

- Serve as many seniors as possible with existing resources;
- Make every effort to avoid closing FCSO enrollment throughout the course of the 2023 – 2027 levy cycle;
- Maintain the central entry point, one-stop shop, for FCSO;
- Continue the strong focus on service quality; and
- Focus on serving participants who represent the diversity of Franklin County's older adult population.

# HSLRC REVIEW AND RECOMMENDATIONS

## Review Process

The goal of the HSLRC was to review the levy proposal submitted by FCOA and to fully understand the request, confirm the needs expressed by the FCOA staff, and validate the financial, consumer, and community impact of the proposed service levels. Committee staff began this levy review with the formation of a Levy Review Plan that identified the initial scope of the review through objectives. Each objective also included sub-objectives. The main objectives were as follows:

- What circumstances have led to FCOA's current levy request?
- What are the levy options?
- Does FCOA's five-year forecast reasonably and logically project future revenues to provide reasonable assurance of accuracy?
- Does FCOA's five-year forecast reasonably and logically project expenditures to provide a reasonable assurance of accuracy?
- Will resources be sufficient to support FCOA's services through the life of the levy?
- What will the passing of the levy accomplish?

After reviewing the FCOA presentation and written levy proposal, the HSLRC and its staff formulated a series of follow-up questions for FCOA staff. FCOA was given the opportunity to address the Committee's questions in writing and during follow-up face-to-face meetings.

As a result of this process, the levy review involved significant information sharing between the HSLRC, Committee staff, County Administration, and FCOA. Many individuals participated in periodic meetings throughout the process to discuss key issues impacting selected areas and proposed recommendations.

## Recommendations

In evaluating the FCOA request, the HSLRC spent a significant amount of time reviewing the operational and programmatic aspects of the agency, availability of services, and demand for services in the future, as well as performing an in-depth financial analysis.

Based on the HSLRC review of FCOA Senior Options programmatic, operational, and financial areas, the Committee concurs with the request of a five-year 1.75 mill levy. The HSLRC recommendation is based on the Estimated Revenue and Expenditures Schedule for Calendar Years 2023-2027 scenario (see page 38 for the Recommended Fiscal Plan Through 2027). The renewal of this levy will maintain adequate funding for services in response to the increasing number of seniors and rapidly growing demand for FCOA services, while allowing FCOA to implement new initiatives to provide new services and meet the changing and expanding needs of Franklin County's senior

population. It is the recommendation of the HSLRC that the Franklin County Board of Commissioners place a five-year, 1.75 mill renewal levy on the November 8, 2022 ballot. The proposed levy would be effective for tax collections beginning January 1, 2023.

The recommendation is supported by the following:

**1. The Franklin County Office on Aging levy request will allow the agency to address the projected demand for services while meeting the 90 days cash reserve criteria at the end of the levy cycle.**

After an extensive review of the FCOA levy request, which included a thorough analysis of historical and projected revenue and expenditures and an analysis of the current needs of the senior population, the HSLRC concurs with FCOA's request for a renewal. The renewal will be sufficient to maintain current service delivery levels for older adults in Franklin County and can accommodate the anticipated increased enrollment in 2023 with modest growth in 2024-2027.

Based on prior year expenditures and current year projections, the FCOA will end with current cycle with a cash balance significantly higher than the recommended three months of expenditures. The healthy cash balance, and the factbook assumptions and projections for the next cycle, demonstrate that FCOA will not have to reduce service delivery to the community, even as FCOA projects that demand will increase for some of the more expensive in-home services that were put on hold or delayed due to concerns about the COVID-19 pandemic such as homemaker care, personal care, and respite. FCOA is also well-positioned to be able to expand other services as needed and absorb contract cost increases that may occur.

**2. FCOA and HSLRC projections indicate that FCOA will end the current cycle with a significant cash balance that will give FCOA the flexibility to pilot and implement new initiatives to adapt the changing needs of the community.**

The HSLRC recognizes that FCOA's significant cash balance gives the agency the flexibility and the resources necessary to meet the current demand for services while also trying to remain agile so that it can predict, evaluate, and respond to emerging or changing needs. Having recently conducted a Community Needs Assessment, FCOA plans to address the feedback from seniors and fund new approaches to serve the community. In the first year of the new levy cycle, FCOA plans to offer new pilot programs that focus on issues such as the demand for affordable senior housing, computer literacy, digital equity, nutrition, and transportation. Another concern that FCOA plans to address is the homemaker shortage which has limited the ability of seniors to have some of their more serious needs met.

While the HSLRC supports FCOA in looking to pilot new initiatives and address the changing needs of the community, the Committee recognizes that FCOA must be prudent in prioritizing which investments to expand and what planned investments should be made and which can either be delayed or modified. While some of these pilots may become permanent, it is important to recognize that some might not be successful or practical to continue after the initial test phase.

### ***HSLRC Operational and Programmatic Recommendation***

In addition to the levy recommendation, the HSLRC has made several operational and programmatic recommendations to The Office on Aging as part of the levy review process. The first is to develop outcome-based performance measures and the second is to conduct rigorous program evaluations of existing and piloted initiatives and internal business processes. Both efforts should be enhanced by the new case management system currently being implemented; and should help FCOA determine if the agency is appropriately using resources to best serve the older population. Third, FCOA should plan to conduct an analysis of the pilot initiatives it plans to implement in 2023 and provide an update to the Committee at the mid-levy review. Finally, the HSLRC recommends that FCOA address staffing needs through the annual budget process when they determine that existing or new initiatives would benefit from additional staff. To lessen the burden on levy funds, FCOA should make every effort to coordinate and collaborate with other systems such as managed care organizations to provide efficient and effective wraparound services and cost share as appropriate.

## OPERATIONAL AND PROGRAMMATIC RECOMMENDATIONS

### **Issue 1: Outcome-Based Performance Measures**

FCOA reviews its Strategic Business Plan (SBP) and performance measures during the yearly budget process. Performance measure data is reported to OMB quarterly or annually and the data is evaluated by both FCOA and OMB to inform policy decisions. FCOA has made changes to the SBP and revised, eliminated, or added new performance measures during the last few years. However, the last major overhaul occurred in 2013 when FCOA worked with OMB to refine the agency's measures. Due to the data collection limitations of the old case management system, the existing performance measures are mostly output measures that do not adequately shed light on the success of FCOA's initiatives and programs. Also, while the measures remain relevant, they do not address most of the recent or planned initiatives.

***Human Services Levy Review Committee Recommendation 1:***  
**Develop new outcome-based performance measures as a part of the annual budget process.**

The HSLRC supports FCOA in its efforts to improve its strategic planning and data reporting. FCOA is currently revising its Strategic Business Plan as it prepares to continue its ongoing operations and implement new initiatives during the next year and the upcoming levy cycle. As a part of this process, FCOA is developing a new suite of performance measures that are more outcome-based. This effort will be greatly aided by the new case management system, which should allow FCOA to better capture usable information and analyze both quantitative and qualitative data. Even as FCOA is planning to implement some of these measures before the completion of the case management system, the HSLRC recommends that FCOA continue to periodically review its suite of measures and determine if its enhanced data collection and reporting capabilities can be used.

### **Issue 2: Program Evaluation**

The Office on Aging gains valuable feedback that can be used to improve services and case plans. It also uses data analytics, process improvement projects, and strategic planning to further address both present and future client needs. From time to time it holds focus groups with seniors and other community members and it regularly meets with community partners and service providers to discuss new policy initiatives, or any concerns or issues that might have arisen. FCOA is currently developing new performance measures and a new Strategic Action Plan, which are tied to the social determinants of health and the County's Poverty Blueprint. With the implementation of the new case management system, FCOA will have better data collection and reporting capabilities that should aid these efforts tremendously.

The HSLRC acknowledges that FCOA works hard to ensure that its services are effectively and efficiently meeting the needs of Franklin County's older population. FCOA is currently using a continuous improvement framework which they define as "the

process of consistently evaluating and analyzing programs and processes to determine opportunities for improvement, further planning and implementing necessary changes to encourage increased impact and improved outcomes.” This approach recognizes that strong service delivery should not be static and should be reviewed periodically to improve upon successful outcomes. Continuous improvement also provides opportunities to identify gaps in service delivery or emerging trends or policy initiatives that might necessitate modifications to existing services or the creation of new services.

### ***Human Services Levy Review Committee Recommendation 2: Using Rigorous Program Evaluation to Inform Decision-Making***

The HSLRC recommends that FCOA continue to utilize program evaluation methods to measure the success of initiatives. Program evaluation should be used for pilot initiatives and for existing services as part of a continuous improvement process to ensure that existing programs are meeting the needs of seniors. All program evaluations should be rigorous so that initiatives are reviewed in a thorough and strict fashion. FCOA should develop a standardized evaluation framework so that, if possible, FCOA can evaluate performance across different initiatives to each other and determine ways to measure the impact on client-based outcomes across FCOA service delivery. The evaluation framework itself should not be static and should be regularly reviewed and updated as necessary. FCOA should also continue to evaluate best practices research in the field to look for further opportunities to improve upon current evaluation methods.

As pilots are expanded or introduced, FCOA should evaluate the performance output and outcome metrics that FCOA has developed to evaluate initiatives in a performance-based fashion to maximize effectiveness of services and determine which of them could be expanded or modified, as well as eliminate services that are found to be ineffective. FCOA evaluation efforts should not be limited to pilot initiatives or services directly delivered to clients. FCOA should also conduct periodic evaluations of its internal processes to ensure that it is managing its programs effectively and efficiently. In addition, all contracts should also be reviewed and evaluated as a part of its continuous improvement efforts. FCOA has recently updated its contract with COAAA to include enhanced accountability through data collection and monthly reporting.

### **Issue 3: Pilot Initiatives Planned During the Next Cycle**

Projections indicate that FCOA will end the current levy cycle with a healthy cash balance. The agency’s financial strength will allow it to maintain operations, meet unexpected needs, and pilot new initiatives. For the new levy cycle, FCOA is considering several pilot projects including offering grocery delivery and laundry services and providing institutional respite services for seniors in emergency or unsafe situations. Developing, deploying, and evaluating pilot projects takes time and careful consideration. In addition to the pilot projects, FCOA listed many other potential projects highlighting the need to focus on viable projects and fully develop a plan for evaluation to ensure only programs that meet efficiency and effectiveness goals remain in operation.

***Human Services Levy Review Committee Recommendation 3:***  
**Conduct an Analysis or Evaluation of New Initiatives and Present Findings to the HSLRC at the Mid-Levy Review in 2025.**

The Committee recognizes that FCOA could not provide detailed information or outcome metrics for projects that are still in the early stages of development. The Committee requests that FCOA conduct an internal analysis and report to the Committee at the mid-levy review in 2025 as to how the pilot programs are meeting their performance objectives including an assessment of their efficiency and effectiveness. The analysis should provide information on how the programs have impacted the well-being of Franklin County residents. The analysis should also provide information on how key metrics were developed, the overall impact on the system of care, as well as an overview of any anticipated or realized financial or service delivery issues or concerns.

**Issue 4: Pursue Staffing through the Annual Budget Process**

In the first year of the next cycle, FCOA is planning to request an additional team of six case managers and a case manager supervisor for its planned Hospital Care Transition initiative. The Hospital Care Transition team will increase FCOA's existing partnerships at area hospitals by having two case managers onsite at emergency departments to connect with adults 60 and older admitted for falls who are deemed high risk for readmission. The case managers can complete onsite assessments, determine eligibility for services, and make referrals for community-based services. FCOA also plans to conduct home visits as a part of this service.

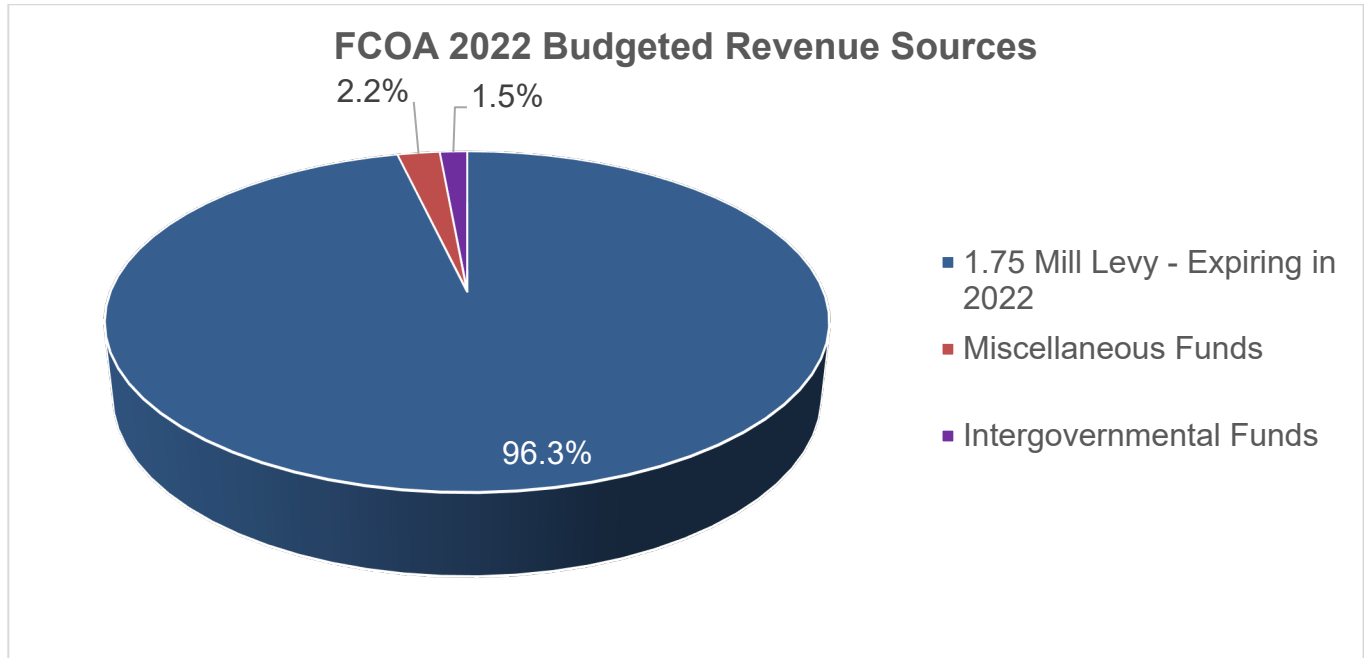
FCOA has stated that enrollment projections, opportunities for collaboration, and feedback from outreach initiatives may identify an additional need to expand staffing capacity and add additional case managers, supervisors, and other administrative roles. The HSLRC recognizes that this approach is reasonable and recognizes that the healthy cash balance maintained by FCOA allows the flexibility to consider new and innovative approaches to serving the senior population of Franklin County.

***Human Services Levy Review Committee Recommendation 4:***  
**Continue to Assess Current Staffing Levels and Request Additional Positions through the Annual Budget Process**

The HSLRC recognizes that staffing levels may need to be adjusted from time to time and supports FCOA in determining when such adjustments should be made. While the proposed staffing increases for 2023 from the FCOA request are included in the levy plan for planning purposes, the HSLRC does not provide recommendations regarding the hiring of staff proposed in the levy plan. The Committee recognizes that all requests for additional positions should be included in the annual budget submission to the Franklin County Board of Commissioners and a justification for the requested positions should be provided at that time. The Board of Commissioners will have final approval to increase FCOA's staffing level.

For initiatives such as the Hospital Care Transition Team, every effort should be made to coordinate and collaborate with other systems such as managed care organizations to provide efficient and effective wraparound services and cost share as appropriate to lessen the burden on levy funds. Overall, for any proposed staffing changes, the HSLRC recommends that FCOA carefully consider whether new undertakings provide value as the agency weighs the opportunities afforded by a healthy cash balance while maintaining a commitment to fiscal responsibility.

## OVERVIEW OF REVENUE



The sources of non-general revenue in the 2022 Budget for FCOA are:

- **Levy property tax revenue (96.3%):** Property tax revenue constitutes the vast majority of revenues for the Office on Aging. While FCOA does not benefit from property valuations during its levy cycle, it has seen a consistent increase each year due to new construction.
- **Miscellaneous funds (2.2%):** This is primarily client co-payments. Residents who are enrolled in Senior Options are placed on a Sliding Fee Scale, based on income and liquid assets, to determine the co-payment percentage that will be charged. Co-payments received have averaged approximately 2% of revenues collected during the current cycle, and they can range from 5% to 100% of the care plan costs. Co-payments have been lower during the COVID-19 Pandemic because home-delivered meals were provided for free.
- **Intergovernmental funds (1.5%):**
  - FCOA receives funding from Central Ohio Area Agency on Aging through the National Family Caregiver Support Program authorized by Title III-E of the Older Americans Act Reauthorization of 2000. This grant provides core, support services and emergency supplemental services for caregivers.
  - FCOA receives funds through the Nutritional Services Incentive Program (NSIP). NSIP is managed by the Administration for Community Living (ACL) for the purpose of reducing the hunger and food insecurity of the elderly. The program is funded through Title III-C of the Older Americans Act and provides access to healthy meals, nutrition education and nutrition

counseling for older adults.

- The FCOA receives reimbursements from the Franklin County Veterans Services Commission (VSC) for providing qualified veterans with emergency response devices and minor home repairs.

### ***FCOA's Proposed Revenue Assumptions (2023-2027)***

#### ***Local Tax Levy Funds***

- A 1.75 mill renewal levy will be passed in 2022, with collections beginning in 2023 for a period of 5 years.
- Due to the reduction factors required by section 319.301 of the Revised Code, additional revenue is not received when the valuation of existing real property increases. As a result, any revenue growth would come through the value of new construction. While collections during the current cycle have increased between 0.6% and 1.6% each year, the fiscal plan for the new levy uses a 0.5% growth rate that is in line with the rate used by OMB in the county's long-term financial forecast. The 0.5% growth rate has proven to be a reliable, conservative estimate in previous cycles and allows for unforeseen changes such as an increase in delinquent payments.

#### ***Miscellaneous Funds***

- Client Co-Payments are anticipated to decrease by an average of fifty percent in the next Levy Cycle due to the updated Sliding Fee Scale that will make services more available and affordable to Franklin County Residents.

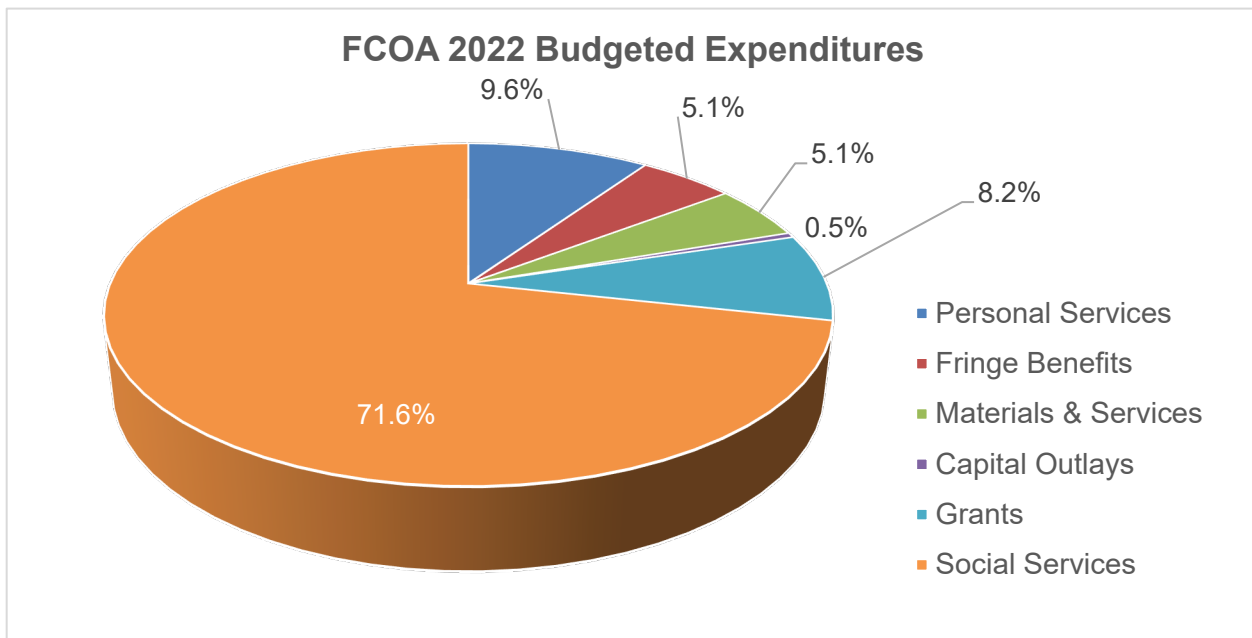
#### ***Intergovernmental Funds***

- The Family Caregiver Support grant is projected to continue at the current annual funding level of \$283,455 for each year of the next cycle.
- The funding for the Nutritional Services Incentive Program is expected to generate approximately \$100,000 annually.
- FCOA projects that the Veterans Service Commission will provide reimbursement funding to FCSO of approximately \$145,000 per year during the next levy cycle.
- FCOA will pursue additional intergovernmental funding as it becomes available, although additional funding is hard to project at this time. For example, FCOA was able to receive federal funding in 2020 and 2021 that had not been anticipated during the budget process.<sup>5</sup>

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<sup>5</sup> In 2020 and 2021, FCOA received CARES and American Rescue Plan Act funding for providing free home delivered meals and funding five grant projects that addressed needs that arose from the COVID-19 pandemic.

## OVERVIEW OF EXPENDITURES



FCOA's budgeted expenditures are divided into six categories that drive the agency's annual budget:

- **Social Services** (71.6%): This is the largest category of expenditures and is \$33.4 million of the 2022 Budget. Most of these expenses are related to the provision of home and community-based services, such as home delivered meals, transportation, and homemaker services. Overall, Social Services expenditures were lower than anticipated in 2020 and 2021 due to the impact of the COVID-19 pandemic but are expected to increase in 2022 and into the next cycle.
- **Personal Services** (9.6%): This is the next largest category and is \$4.5 million of the 2022 approved expenditures. These expenses include FCOA staff salaries and wages.
- **Grants** (8.2%): Grants represent \$3.8 million in the 2022 Budget and are used to purchase specialized services, such as congregate meals and health screenings, for older adults.
- **Fringe Benefits** (5.1%): Fringe Benefits for FCSO employees (such as healthcare, OPERS and Medicare) are budgeted at \$2.4 million for 2022.
- **Materials & Services** (5.1%): This category that supports the operations of FCSO is \$2.4 million in the 2022 Budget. There was a 109.8% increase from the 2021 actuals to the 2022 Budget due to the replacement of FCOA's case management system.
- **Capital Outlays** (0.5%): Capital outlays include purchases of equipment with a cost of \$5,000 or more and a useful life of more than one year. Capital Outlays in the 2022 Budget are primarily for information technology purchases and are budgeted at \$0.2 million.

Social Services and Grants are used to purchase “direct services” for Franklin County seniors and their families. In 2022, these expenditures represent 79.8% of the total Budget. However, this number would be much higher if the Personal Services and Fringe Benefits expenses for FCOA case managers who also provide “direct services” to seniors were included.

### ***FCOA’s Proposal Expenditure Assumptions (2023-2027)***

The following assumptions were made in FCOA’s levy proposal regarding expenditures:

- **Personal Services:** The levy request includes projected salary and wage increases for bargaining and non-bargaining staff based on the following Consumer Price Index for All Urban Consumers (CPI-U) forecasted by Moody's Analytics:

Annual Consumer Price Index for all Urban Consumers (CPI-U)	
Year	Percent Change
2023	1.9%
2024	2.0%
2025	2.0%
2026	2.0%
2027	1.9%

If the Board of Commissioners approves the request, an additional case management team of six case managers and a case manager supervisor are projected to be added in 2023. As a result, the increase in Personal Services expenditures from 2022 to 2023 is 8.8%. This will bring the FCSO staffing level to 89.35 FTEs in the next levy cycle.

- **Fringe Benefits:** For 2023 through 2027, employee Fringe Benefits are projected to increase approximately 4.0% annually. There is a 18.2% increase from 2022 to 2023 due to the planned request to add additional caseworkers.
- **Materials & Services:** In the next levy cycle, annual increases for Materials & Services are projected based on Moody's Analytics forecasted CPI-U index (see Personal Services). A decrease of 21.5% is projected from 2022 to 2023 due to one-time expenditures related to the replacement of the agency’s case management system.
- **Capital Outlays:** FCOA has projected costs associated with information technology upgrades and equipment replacement, such as servers and document imaging equipment, as determined by the agency’s long term IT plan. These expenditures are projected to be higher in the next cycle due to maintenance costs for the new case management system that is anticipated to be implemented in 2022.

- **Grants:** The FCOA grant program includes funding for 32 private non-profit agencies that provide 46 specialized service programs for older adults. In the next levy cycle, annual increases for grants are projected using Moody's Analytics forecasted CPI-U index (see Personal Services).
- **Social Services:** Social services is the largest category of expenses for FCOA, representing 70.5% of actual expenditures in 2021. Annual costs for FCSO Home and Community-Based Care services have been calculated using projected client enrollment and average care plan costs based on historical trends. In 2023, clients served in the Home and Community-Based Care program is estimated to be 11,464 participants, reflecting a 3.7% increase from the 2022 enrollment projection. Expenditures are expected to go up as demand for more expensive services, such as homemaker, personal care, respite, and adult day services is expected to increase.<sup>6</sup>

Senior Options (FCSO) Annual Enrollment and Average Monthly Care Plan Cost*			
Year	Annual Enrollment	Annual Percent Enrollment Change	Average Monthly Care Plan Cost
2018	9,169	-0.9%	\$175.94
2019	9,332	1.8%	\$176.37
2020	10,004	7.2%	\$178.10
2021	10,853	8.5%	\$183.81
2022	11,054	1.9%	\$188.59
2023	11,464	3.7%	\$192.17
2024	11,883	3.7%	\$196.02
2025	12,312	3.6%	\$199.94
2026	12,749	3.6%	\$203.93
2027	13,195	3.5%	\$207.81

\*Projected years are in italics.

The table also shows the actual average monthly care plan cost per client for home care services for the years 2018-2021 and projections for 2022-2027. In 2018, the average monthly care plan cost per client for FCSO Home and Community-Based Care program was \$175.94 compared to an estimated monthly cost of \$6,000-\$8,000 for institutional care. The monthly cost cap per participant for services is currently \$1,000 per month,

<sup>6</sup> FCOA anticipates this increased demand not only due to a rise in enrollment but also because many of these in-home services were put on hold during the height of the COVID-19 pandemic as seniors delayed or stopped services because of safety concerns.

with additional discretion given to case managers for clients who need 24-hour supervision. These plans of care can expand to \$1,500 per month for participants who require several days of adult day health service or extended hours of personal care.

### ***HSLRC Recommendation***

The HSLRC concurs with FCOA's request proposing a 5-year 1.75 mill renewal levy. A renewal will allow FCOA to continue its current service delivery while addressing increased enrollment. In addition, the healthy cash balance from this levy cycle will provide FCOA with the opportunity to pilot new initiatives to address issues such as the homemaker worker shortage as well as resident concerns as addressed in the Community Needs Assessment. While the healthy cash balance provides FCOA with the flexibility to implement new and innovative approaches to serve Franklin County's seniors, both the HSLRC and FCOA recognize that FCOA should continue to exercise prudence in deciding what new initiatives to pursue as it faces increased enrollment. Each new initiative should be evaluated after implementation to ensure that it is meeting its stated goal and is effective and efficient.

The Committee has built a levy model using most of the assumptions used by FCOA for the projected revenues and expenditures in the levy request, except for the following:

- Miscellaneous Revenue is projected at \$777,917 for 2022, which is approximately \$400,000 lower than the amount in the FCOA request. This is because free home delivered meals were extended into 2022 after the budget had been approved.
- Local Levy Revenue Funds are projected to be approximately 3.1% higher overall during the next levy cycle due to higher than anticipated revenue during the current cycle. While the conservative growth rate of 0.5% for the next cycle is reasonable, FCOA projected a decrease in revenue from 2022 to 2023 and the Committee did not agree based on historical and current year actuals.
- Fringe Benefits Expenditures were projected in the levy request to increase by approximately 4% per year, with healthcare being projected at an annual growth rate of 5%. Based on updated projections from OMB, the HSLRC has increased the healthcare rate of growth to 8% per year.
- Social Services Expenditures in the levy plan are 3.8% higher than they are in the FCOA request to accommodate increases due to new initiatives and the rebidding of the homemaker contract.

While the proposed staffing increases from the FCOA request are included in the levy plan, the HSLRC does not provide recommendations regarding the hiring of staff proposed in the levy plan. As explained in the Operational and Programmatic Recommendations, the Committee recognizes that all requests for additional positions should be included in the annual budget submission to the Franklin County Board of Commissioners and a justification for the requested positions should be provided at that time. The Board of Commissioners will have final approval to increase FCOA's staffing level.

The HSLRC requests that FCOA provide a mid-levy review to the Committee in 2025. The review should include a complete analysis and discussion of the agency's financial and programmatic status to date compared to the levy plan in this report. Any concerns regarding the updated financial forecast and anticipated ending fund balance should be discussed at that time. As previously mentioned, the review should also include a presentation of the new or expanded use of program evaluation to determine program success, the development and implementation of new outcome-based performance measures, and an update on any new pilots or initiatives developed or implemented by FCOA to address the needs of seniors in the community.

### Ending Cash Balance Requirement

The ending cash balance requirement is for FCOA to have cash equal to three months of expenditures at the end of 2027. The disbursement of property tax revenues does not occur until March annually; therefore, it is necessary for levy agencies to carry forward a cash balance to fund operations until the levy funds for the new year are received. The HSLRC recommends that FCOA end the requested levy cycle with a three-month cash reserve of at least \$15.0 million (as indicated in the following "Recommended Fiscal Plan through 2027"), which will enable FCOA to have some flexibility in meeting unexpected needs and maintain operations during transition to the new levy cycle in 2028. Both the FCOA request and the HSLRC Recommended Fiscal Plan indicate that FCOA should have a significant cash balance at the end of 2027, well above the recommended \$15.0 million, a cash balance that will well position the agency as it heads into the next cycle.

## Recommended Fiscal Plan Through 2027

	<b><u>2022</u></b> <b><u>Projected</u></b>	<b><u>2023</u></b> <b><u>Projected</u></b>	<b><u>2024</u></b> <b><u>Projected</u></b>	<b><u>2025</u></b> <b><u>Projected</u></b>	<b><u>2026</u></b> <b><u>Projected</u></b>	<b><u>2027</u></b> <b><u>Projected</u></b>
<b>Beginning Cash:</b>	70,646,614	75,741,060	76,616,918	75,188,759	71,853,578	66,650,767
<b>Revenue:</b>						
Levy Funds 1.75 mill levy renewed in 2023	50,213,776	50,464,845	50,717,169	50,970,755	51,225,609	51,481,737
Intergovernmental Funds	754,118	542,985	529,488	528,455	518,455	508,455
Miscellaneous Funds	777,917	485,890	495,608	505,520	515,631	525,943
Total Revenue	51,745,811	51,493,720	51,742,265	52,004,730	52,259,694	52,516,135
<b>Expenditures:</b>						
Personal Services	4,489,037	4,885,434	4,983,143	5,082,806	5,184,462	5,282,967
Fringe Benefits	2,359,421	2,788,974	2,971,168	3,154,677	3,365,236	3,591,197
Materials & Services	2,377,369	1,866,967	1,851,734	1,895,052	1,813,942	1,860,670
Capital Outlays	213,445	532,300	473,600	465,500	425,500	454,600
Grants	3,832,641	3,905,461	3,983,570	4,063,242	4,144,507	4,223,252
Social Services	33,379,453	36,638,726	38,907,208	40,678,634	42,528,859	44,416,336
Total Expenditures	46,651,366	50,617,862	53,170,424	55,339,911	57,462,505	59,829,023
<b>Ending Cash Balance:</b>	<b>75,741,060</b>	<b>76,616,918</b>	<b>75,188,759</b>	<b>71,853,578</b>	<b>66,650,767</b>	<b>59,337,880</b>

## Tax Impact on Local Households

### Cost to Franklin County Homeowner

In evaluating this levy plan, the Committee considered the immediate impact of the 1.75 mill levy on the households in Franklin County and the total homeowner support that would be provided to FCOA if this levy is approved.

The table below breaks down the impact of the renewal of the existing 1.75 mill levy compared to the current 1.75 mill levy on Franklin County households. The 1.75 mill levy would retain the effective millage at the time of the passage of the levy as well as the rollback being paid by the state. Therefore, **there will be no additional cost to taxpayers if this levy is approved by voters.** According to this analysis, the Committee determined that a homeowner of a \$100,000 house would continue to pay \$41.13 annually for the recommended 5-year 1.75 mill renewal levy that supports services for the senior residents of Franklin County.

	2022 Current Levy	2023 Proposed Levy
Market Value	\$100,000.00	\$100,000.00
% of Market	35%	35%
Assessed Value	\$35,000.00	\$35,000.00
<b>Effective Millage</b>	<b>1.295577</b>	<b>1.295577</b>
Gross Tax	\$45.35	\$45.35
less 10% Rollback	(\$3.37)	(\$3.37)
less 2.5% Rollback	(\$0.84)	(\$0.84)
Net Tax (Annual Cost to Homeowner)	\$41.13	\$41.13
<b>Increased Annual Cost to Homeowner</b>		<b>\$0.00</b>

## APPENDICES

- A - Resolution No. 311-99, authorizing creation of a Human Services Levy Review Committee
- B - Resolution No. 1254-00, appointment of Jesse Hemphill
- C - Resolution No. 728-06, appointment of James Bowman
- D - Resolution No. 88-07, appointment of Jerome Friedman
- E - Resolution No. 0242-15, appointment of Zachary Talarek
- F - Resolution No. 0862-18, appointment of Michael Curtin
- G - Resolution No. 0101-19, appointment of Rose Handon
- H - FCOA – Senior Options Levy Request – Submitted by Director
- I - Letter from Board of Commissioners asking the Human Services Levy Review Committee to review the FCOA – Senior Options levy request and provide recommendations.

RESOLUTION NO. 311-99

MARCH 30, 1999

RESOLUTION AUTHORIZING THE  
CREATION OF THE HUMAN SERVICES  
LEVY REVIEW COMMITTEE, AND  
APPOINTING ITS MEMBERS  
(COMMISSIONERS)

WHEREAS, the Franklin County Board of Commissioners, as the taxing authority for the County, is responsible for certifying to the Board of Elections tax levies in excess of the ten mill limitation pursuant to ORC 5705.19; and

WHEREAS, the Franklin County Board of Commissioners desire to create a Human Services Levy Review Committee to conduct ongoing financial reviews of social service agencies, evaluate program performance to voted levy objectives, to review social service levy requests and provide recommendations regarding proposed millage amounts and the timing of levy requests, and to provide a holistic review of levy impacts on the community; and

WHEREAS, the Human Services Levy Review Committee will be comprised of seven (7) members appointed by the Franklin County Board of Commissioners; now, therefore, upon the motion of Commissioner Teater, seconded by Commissioner Shoemaker,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

- 1) That a Human Services Levy Review Committee is hereby created to conduct ongoing financial reviews of social service agencies and to provide recommendations to the Board of Commissioners regarding proposed millage amounts and the timing of levy requests for certification to the Board of Elections.
- 2) That the Human Services Levy Review Committee shall be comprised of seven (7) members appointed by the Board of Commissioners. Such membership shall be subject to change by resolution of the Board of Commissioners.
- 3) That the following persons are appointed to the Human Services Levy Review Committee:

William K. Willis, Jr., Chair  
Franklin County Community Planning Council  
1715 Franklin Park South  
Columbus, Ohio 43205

Denise E. Bronson  
Professor, College of Social Work  
The Ohio State University  
Stillman Hall  
1947 College Road  
Columbus, Ohio 43210

Chad Jester, Director of Public Affairs  
Nationwide Insurance Company  
One Nationwide Plaza  
Columbus, Ohio 43215

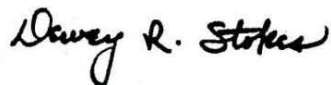
Linda J. Siefkas  
Vice President and Manager – Columbus Office  
Edward Howard & Company  
50 West Broad Street, Suite 2200  
Columbus, Ohio 43215

Matt Kallner, Director of Governmental Affairs  
The Limited Company  
Three Limited Parkway  
Columbus, Ohio 43230

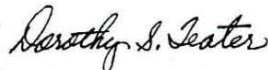
Charlene Powell, Finance Director  
Franklin County Commissioners  
373 S. High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215

Marvin G. Gutter, PhD., CPA  
Vice President for Business and Administrative Services  
Columbus State Community College  
550 E. Spring Street  
Columbus, Ohio 43215

Voting Aye thereon:



DEWEY R. STOKES, PRESIDENT



DOROTHY S. TEATER



ARLENE SHOEMAKER

BOARD OF COUNTY COMMISSIONERS  
FRANKLIN COUNTY, OHIO

RESOLUTION NO 1254-00

December 5, 2000

RESOLUTION APPOINTING  
 JESSE M HEMPHILL, CPA, TO THE  
 HUMAN SERVICES LEVY REVIEW COMMITTEE  
(COMMISSIONERS)


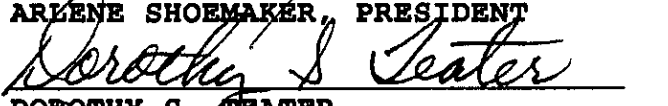
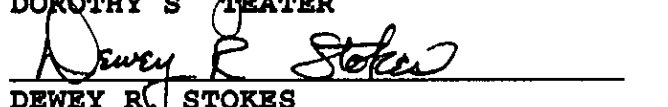
WHEREAS, a vacancy exists on the Human Services Levy Review Committee due to the resignation of William K Willis, Jr , now, therefore, upon motion of Commissioner Teater, seconded by Commissioner Stokes,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO

That the following person is hereby appointed to the Human Services Levy Review Committee, replacing William K Willis, Jr , to serve for an indefinite term

Jesse M Hemphill, CPA  
 Hemphill & Associates, Inc  
 471 East Broad Street, Suite 1306  
 Columbus, Ohio 43215  
 O - 461-6110

Voting Aye thereon

  
 ARLENE SHOEMAKER, PRESIDENT  
  
 DOROTHY S TEATER  
  
 DEWEY R STOKES  
 BOARD OF COUNTY COMMISSIONERS  
 FRANKLIN COUNTY, OHIO

Voting Nay thereon

ARLENE SHOEMAKER, PRESIDENT

DOROTHY S TEATER

DEWEY R STOKES  
 BOARD OF COUNTY COMMISSIONERS  
 FRANKLIN COUNTY, OHIO

GVW syb

cc Journal  
 Board Member

RESOLUTION NO. 728-06

September 19, 2006

RESOLUTION APPOINTING JAMES A. BOWMAN  
AS A MEMBER OF THE HUMAN SERVICES LEVY  
REVIEW COMMITTEE EFFECTIVE IMMEDIATELY  
(COMMISSIONERS)

WHEREAS, Resolution No. 311-99 was adopted by the Franklin County Board of Commissioners on March 30, 1999, creating the Human Services Levy Review Committee pursuant to ORC 5705.19 for the purpose of conducting ongoing financial reviews of social services agencies; and

WHEREAS, the committee is comprised of seven (7) members who serve for an indefinite term; now, therefore, upon motion of Commissioner Kilroy, seconded by Commissioner Stokes,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

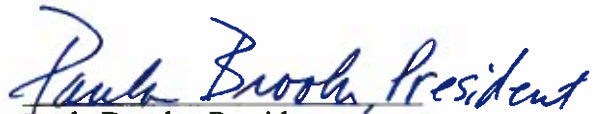
That the following person is hereby appointed to the Human Services Levy Review Committee to replace Wade Steen, effective immediately:

James A. Bowman  
National Affordable Housing Trust  
2335 North Bank Drive  
Columbus, Ohio 43220  
614-451-9929

Voting Aye thereon:

  
Mary Jo Kilroy

  
Dewey R. Stokes

  
Paula Brooks, President  
Board of County Commissioners  
Franklin County, Ohio

RESOLUTION NO. 88-07

January 30, 2007

RESOLUTION APPOINTING JEROME FRIEDMAN  
AS A MEMBER OF THE HUMAN SERVICES LEVY  
REVIEW COMMITTEE EFFECTIVE IMMEDIATELY  
(COMMISSIONERS)

WHEREAS, Resolution No. 311-99 was adopted by the Franklin County Board of Commissioners on March 30, 1999, creating the Human Services Levy Review Committee pursuant to ORC 5705.19 for the purpose of conducting ongoing financial reviews of social services agencies; and

WHEREAS, the committee is comprised of seven (7) members who serve for an indefinite term; now, therefore, upon motion of Commissioner Brown, seconded by Commissioner Brooks,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

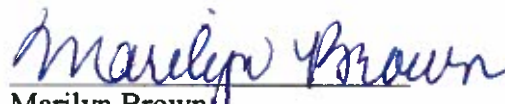
That the following person is hereby appointed to the Human Services Levy Review Committee to replace Amie Preston, effective immediately:

Jerome Edward Friedman  
370 West Ninth Avenue  
200G Meiling Hall  
Columbus, Ohio 43210-1238  
614-292-3856

Voting Aye thereon:

  
Mary Jo Kilroy, President

  
Paula Brooks

  
Marilyn Brown  
Board of County Commissioners  
Franklin County, Ohio

Resolution No. 0242-15

March 10, 2015

**Resolution appointing Zachary T. Talarek as a member of the Human Services Levy Review Committee**

**(Board of Commissioners)**

**WHEREAS**, Resolution No. 311-99 was adopted by the Franklin County Board of Commissioners on March 30, 1999, creating the Human Services Levy Review Committee pursuant to ORC 5705.19 for the purpose of conducting ongoing financial reviews of social service agencies; and

**WHEREAS**, the committee is comprised of seven (7) members who serve for an indefinite term; now, therefore

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

That the following person is hereby appointed to the Human Services Levy Review Committee to fill the unexpired term of Kenneth Wilson:

Zachary T. Talarek  
Director  
Franklin County Office of Management & Budget  
373 South High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215  
(614) 525-2519

Prepared by: Erik Janas

Resolution No. 0862-18

December 11, 2018

**Resolution appointing Michael Curtin as a member of the Human Services Levy Review Committee****(COMMISSIONERS)**

**WHEREAS**, Resolution No. 311-99 was adopted by the Franklin County Board of Commissioners on March 30, 1999 creating the Human Services Levy Review Committee pursuant to ORC 5705.19 for the purpose of conducting ongoing financial reviews of social service agencies; and

**WHEREAS**, the committee is comprised of seven (7) members who serve for an indefinite term; and

**WHEREAS**, there now exists a vacancy on the Human Services Levy Review Committee with the resignation of Nathan Wymer; now, therefore

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

That the following individual is hereby appointed to the Human Services Levy Review Committee to fill the unexpired term of Nathan Wymer:

Michael Curtin  
1370 Cambridge Blvd  
Columbus, Ohio 43212  
Email: mcurtin2323@yahoo.com

Resolution No. 0101-19

February 12, 2019

**Resolution appointing Dr. Rose Handon as a member of the Human Services Levy Review Committee**

**(COMMISSIONERS)**

**WHEREAS**, Resolution No. 311-99 was adopted by the Franklin County Board of Commissioners on March 30, 1999, creating the Human Services Levy Review Committee pursuant to ORC 5705.19 for the purpose of conducting ongoing financial reviews of social service agencies; and

**WHEREAS**, the committee is comprised of seven (7) members who serve for an indefinite term; and

**WHEREAS**, there now exists a vacancy on the Human Services Levy Review Committee with the resignation of Denise Bronson; now, therefore

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS, FRANKLIN COUNTY, OHIO:

That the following individual is hereby appointed to the Human Services Levy Review Committee to fill the unexpired term of Denise Bronson:

Dr. Rose Handon  
5053 Greenwood Court  
Whitehall, Ohio 43213  
614-560-7848 (cell)  
Email: rmhandon@wowway.com

Prepared by: EJJ:taw

February 22, 2022

Franklin County Board of Commissioners  
Erica Crawley, President  
John O'Grady  
Kevin Boyce

Dear Commissioners,

The current senior services levy expires at the end of 2022. This levy funds Franklin County Senior Options (FCSO), which provides home and community-based services for seniors who wish to remain at home but need assistance. As you know, many sectors of our community are working together to plan responses to the growing numbers of elderly in Franklin County. In the past, our efforts have been recognized by several media organizations, one of which being the Columbus Dispatch. Mental Health America of Ohio also recognized the important services that the Senior Options programs provide for older adults of Franklin County. In addition, through our case managers and at our special events, we hear seniors every day discuss the importance of what we do and will continue to do if the upcoming levy is approved.

On behalf of the seniors currently enrolled in FCSO and those in large numbers who are expected to enroll during 2023-2027, I request that a 1.75 mill renewal be placed on the November 8, 2022, ballot. This levy is estimated to generate \$50.3 million in 2023 and would cost the owner of a \$100,000 home \$41.13 per year (approximately 11 cents per day).

The proposed levy would enable moderate growth to continue throughout the levy cycle without the need to slow down enrollment.

The senior levy request book will be delivered to the Office of Management and Budget on February 22, 2022.

I look forward to working with the Human Services Levy Review committee as they review the performance of the 2018-2022 senior services levy and examine the projections of need for the 2023-2027 period.

Sincerely,



Orvell Johns  
Director, Franklin County Office on Aging

Director  
Orvell Johns

280 E. Broad St. Room 300  
Columbus, Ohio 43215-6314

t\_ 614 525 5230  
f\_ 614 525 5300



February 22, 2022

Human Services Levy Review Committee  
373 S. High Street, Floor 26  
Columbus, Ohio 43215

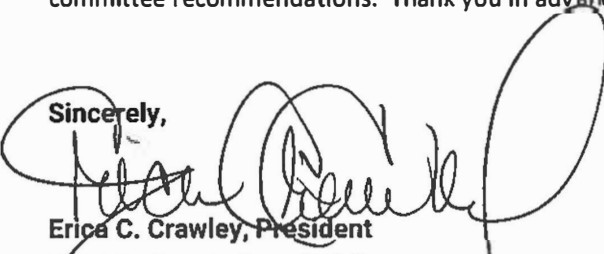
**Dear Human Services Levy Review Committee,**

The Franklin County Office on Aging (FCOA) has submitted to the Board of Commissioners a request to seek voter approval of a 1.75 mill, 5-year levy in November 2022. The request is a renewal of the existing 1.75 mill, 5-year levy due to expire in 2022. The proposed 1.75 mill levy will support Franklin County Senior Options, which provides home and community based services for seniors in need of assistance to remain at home.

Pursuant to Resolution No. 311-99, the Board of Commissioners is submitting FCOA's levy request to the Human Services Levy Review Committee (HSLRC) for a thorough financial and policy analysis. Attached are materials prepared by FCOA staff for your review. The Board of Commissioners is requesting that the HSLRC provide final recommendations regarding FCOA's levy request by June 24, 2022.

Please review this request and advise the Board of Commissioners as to your committee recommendations. Thank you in advance for your assistance.

Sincerely,

  
Erica C. Crawley, President  
Franklin County Board of Commissioners

Enclosure

Cc: Commissioner John O'Grady  
Commissioner Kevin L. Boyce  
Human Services Levy Review Committee members  
Orvell Johns, Director, Franklin County Office on Aging  
Kenneth Wilson, County Administrator  
Joy Bivens, Deputy County Administrator  
Erik Janas, Deputy County Administrator  
Kris Long, Deputy County Administrator  
Rachel Buske, OMB Analyst 2, OMB

Commissioners  
John O'Grady  
Kevin L. Boyce  
Erica C. Crawley

373 S. High St. 26th Fl.  
Columbus, Ohio 43215

☎ 614 525 3322  
f\_ 614 525 5999