

Presentation to the Board of  
County Commissioners  
Clermont County

April 6, 2015

Presented by  
**The Board of Trustees and  
Cindy Jenkins Gramke,  
Executive Director/CEO**  
Greg Carson, CFO  
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# Who We Are



## Mission

Our mission is to improve the quality of life for older adults by providing a broad range of home and community based services, enabling them to remain as active and independent as possible.



## Vision

“We will be known by every person in Clermont County as ‘the’ organization that makes a difference in the lives of older adults through exemplary, consumer-driven services.”



## Core Values

We believe in:

The right of all seniors to dignity and self-direction

High quality services provided by professional and compassionate employees

A workplace that is enjoyable, safe and family-friendly

The continuous growth and development of all employees

The need to achieve our goals and objectives as a team

The need to acknowledge and celebrate individual and agency success

High integrity and honesty in all actions and encounters

Business practices characterized by excellence and efficiency

The continuous improvement of all services and processes

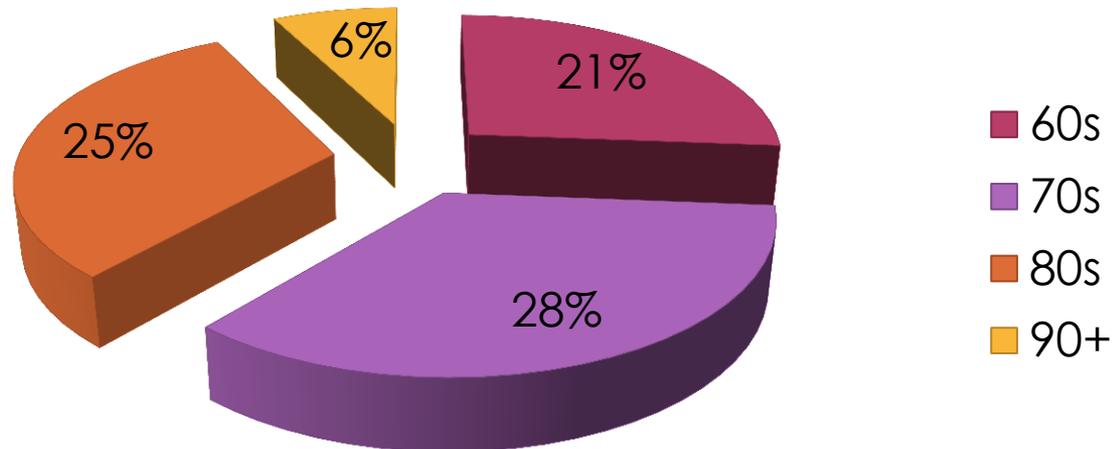
Engaging in community and collaborative partnerships

# Who We Serve

- Typical Customer
  - Female
  - Age 75
  - Lives alone
  - \$1,200 per month
- Youngest Age 60
- Oldest Age 104



Percent by Age



# Customer: Charles



Charles lives in Milford. He is 96 years old and lives with his wife, whose health is also failing. They are low-income and Charles receives PASSPORT (Medicaid) services.

- Diabetic
- Kidney Failure – on dialysis
- Dementia-related symptoms as a result of kidney failure
- Completely Dependent upon a Wheel Chair
- Cannot be left alone at home
- Wife is a very stressed caregiver and has difficulty transferring Charles

## ADS Case Management

- Initial assessment with customer and family at Adult Day Center
- Determination of eligibility
- Formulation of Care Plan
- Coordination with internal services for dialysis and other medical transportation
- Coordination with internal services for transportation for Adult Day Services Center
- Monitor Quality of Care

## Adult Day Services Center

- Attends Tuesday and Thursday each week
- His wife gets him on and off of the bus that transports him to and from the Center
- Can participate in the activities, but is prone to wandering. Secure facility allows Charles to participate in limited activities and keeps him safe from wandering outside.

## Transportation

- To and from the doctor's appointments
- To and from dialysis treatments 3 days a week
- To and from Adult Day Services Center 2 days a week

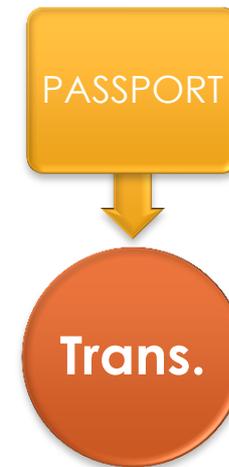
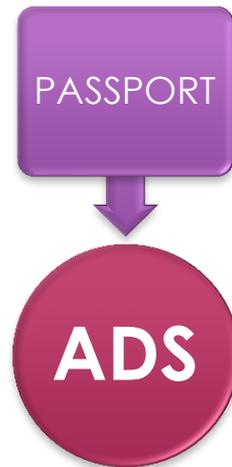
## Home Repair

- Installed a portable ramp so his wife can safely get him in and out of her home (this ramp can be removed easily from the home in the event Charles is no longer living there)
- Installed grab bars and a shower chair in the shower

## Home Care

- Receives a bath
- Receives other Personal Care, such as shampooing
- Light Homemaking as his wife is able to do most of the work, but she is 86 and needs help with cleaning the bathroom and changing/laundrying his sheets.

# Customer: Charles



## Customer: Nellie



Nellie lives in a single family home in Withamsville. She was 105 on November 16<sup>th</sup>! Her son is her caregiver and owns his own home in N. College Hill. She was previously on home-delivered meals, but went off of them when her son (83 years old) began visiting her every day. He has been staying most nights with her since November, 2012. Son assists with all aspects of client's care, to the best of his ability. He does the laundry, grocery shopping, and meal preparation. He is also able to handle taking her to medical appointments. The aide assists her with homemaking and personal care. She has also received home repair services over the years, as well as social services assistance, such as helping her apply for HEAP Assistance.

- Fell in bathroom in October, 2012
- Very hard of hearing
- Uses a walker to get around in her home
- Arthritis and Osteoporosis
- Some heart irregularities; Sees a Cardiologist routinely
- Cannot be left alone at home at night
- Receives \$1,130 a month, but has very high medical/prescription expenses

# Customer: Nellie

## Home Repair

- Plumbing work for a leaky faucet in the kitchen
- Installed grab bars and a shower chair in the shower
- Cleaned gutters
- Unclogging sink
- Repairing leaky pipes and faucets
- Replace broken toilet seat
  - Note: Her son called 10/28/2013 and has asked us to replace her kitchen faucet that fell apart and started spraying water. He is currently doing dishes in the basement stationary tubs. We replaced a stem and repaired the kitchen faucet 2 years ago because she could not afford a new faucet at that time. The faucet was original to her home, which was constructed in 1956. The plumbing is old and deteriorating. The customer will contribute \$50 toward the current work being scheduled and Winnelson Plumbing supply will sell us the faucet at a discount.

## Home Care

- Receives a bath
- Receives other Personal Care, such as shampooing
- Light Homemaking that includes cleaning the bathroom, her bedroom and kitchen

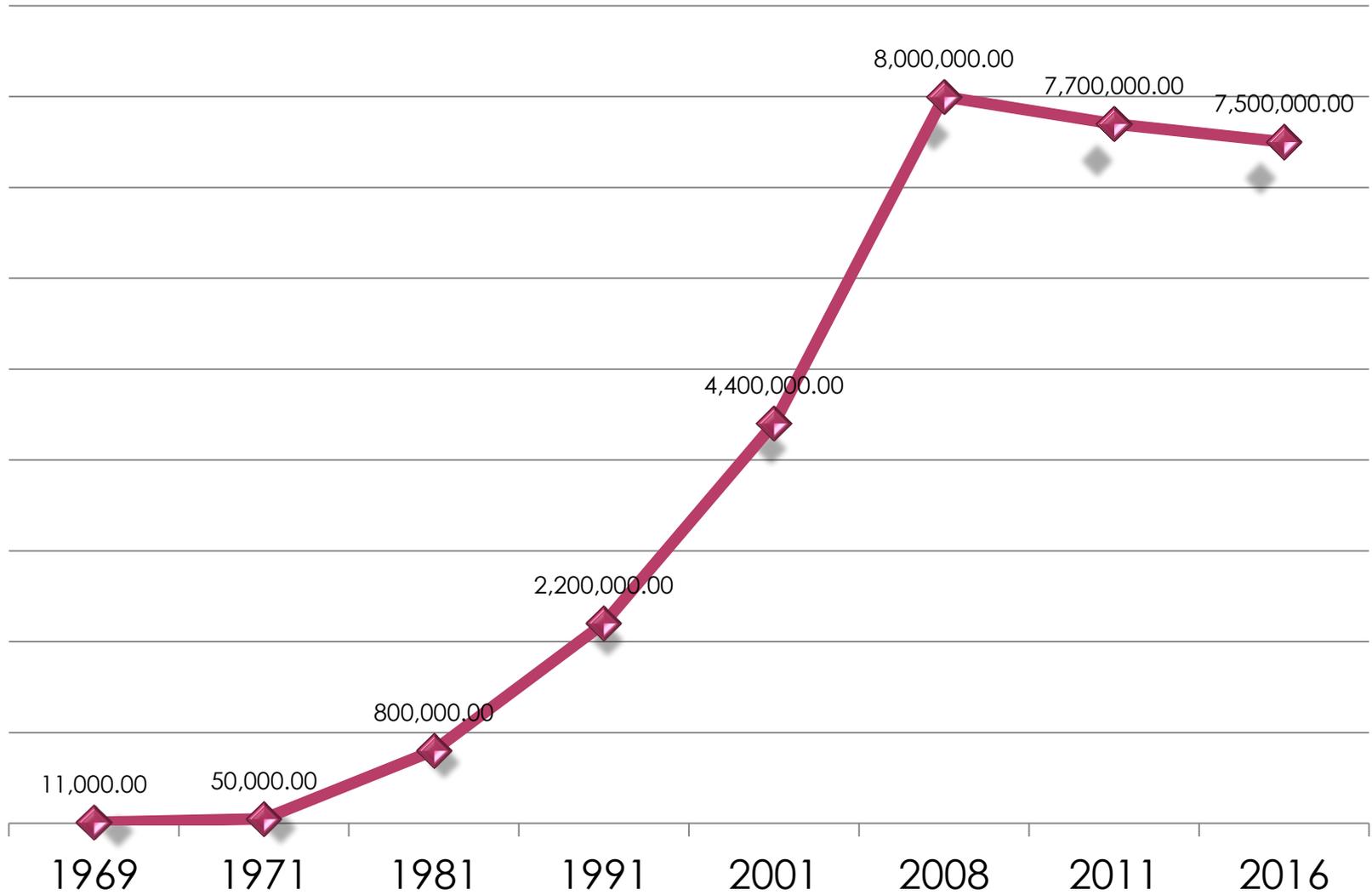
## Case Management

- Help applying for various forms of assistance, i.e. HEAP
- Nellie receives Personal Care for 1.5 hours, two times a week and Homemaking service for 1 hour, once a week.

# Customer: Nellie



# Revenue 1969-2016



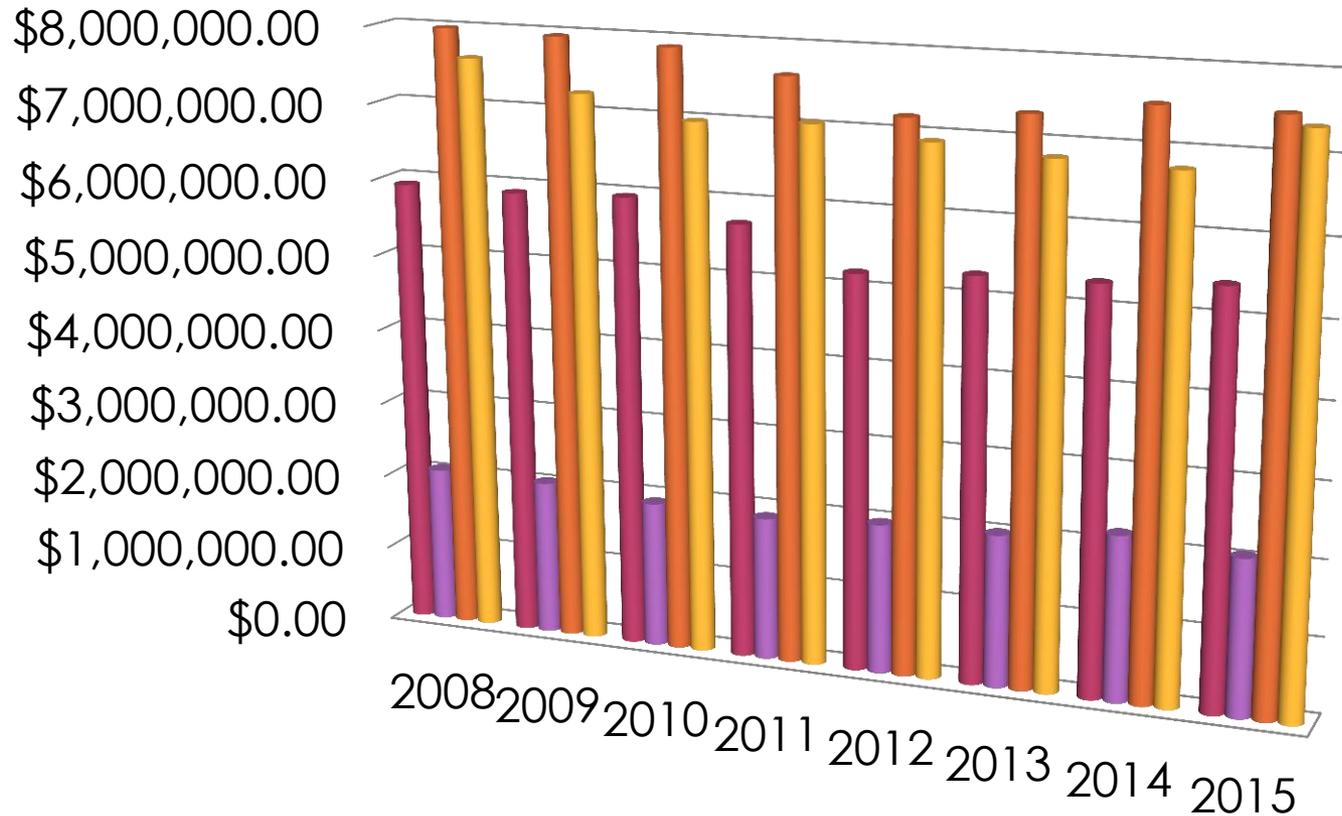
# Population Projections

Population Growth for Persons Age 60+ in Clermont County: 1990-2020



Source: US Census and Scripps Gerontology Center Population Projections.

# Cost Reductions



■ Total Levy Revenue    ■ Total Other Revenue  
■ Total Revenue        ■ Total Expenses

# Cost Reductions

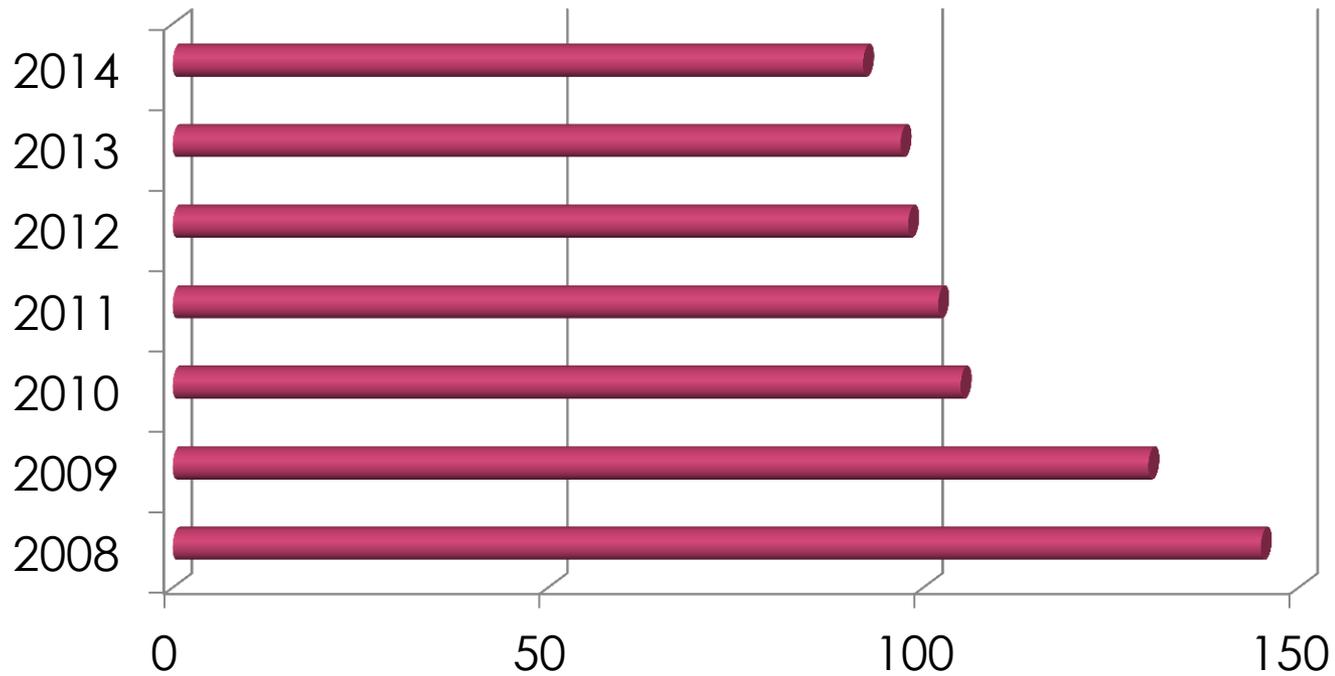
## Clermont Senior Services

Year	FTE's	Total Levy Revenue	Total Other Revenue	Total Revenue	Total Expenses
2008 Actual	143	\$ 5,917,592	\$ 2,070,513	\$ 7,988,105	\$ 7,615,424
2009 Actual	129	\$ 5,909,487	\$ 2,046,309	\$ 7,955,796	\$ 7,247,870
2010 Actual	117	\$ 5,962,484	\$ 1,932,305	\$ 7,894,789	\$ 6,984,106
2011 Actual	108	\$ 5,721,193	\$ 1,899,021	\$ 7,620,214	\$ 7,046,147
2012 Actual	97	\$ 5,212,699	\$ 1,989,234	\$ 7,201,933	\$ 6,915,759
2013 Actual	92	\$ 5,305,853	\$ 2,024,174	\$ 7,330,027	\$ 6,813,429
2014 Actual	92	\$ 5,331,400	\$ 2,195,701	\$ 7,527,101	\$ 6,771,358
2015 Budget	96	\$ 5,428,639	\$ 2,077,857	\$ 7,506,496	\$ 7,367,307
Highest point difference		\$ (749,785)	\$ (296,680)	\$ (786,172)	

## Units of Service

Center Meals	Volunteer Services	Home Care	ADS	Case Management	Lifelong Learning	Home Repair	Total Units
17,028	23,412	94,481	63,497	20,269	16,877	2,229	448,350
22,801	22,145	91,494	62,385	22,205	19,061	2,802	432,195
15,428	17,210	90,360	59,585	19,796	16,290	1,738	368,233
17,219	18,536	88,782	65,928	21,166	17,513	4,109	376,877
15,897	22,119	91,883	75,233	23,081	17,099	2,884	399,934
12,897	23,695	93,247	67,898	22,543	19,106	2,431	376,519
12,857	21,228	95,997	66,244	23,190	20,875	2,220	366,631
15,000	19,000	94,000	75,000	22,000	17,000	3,000	390,000
Meals	Hours	Hours	Hours	Hours	Days	Hours	

## Full Time Employees



# Savings Measures:

Consolidated Centers

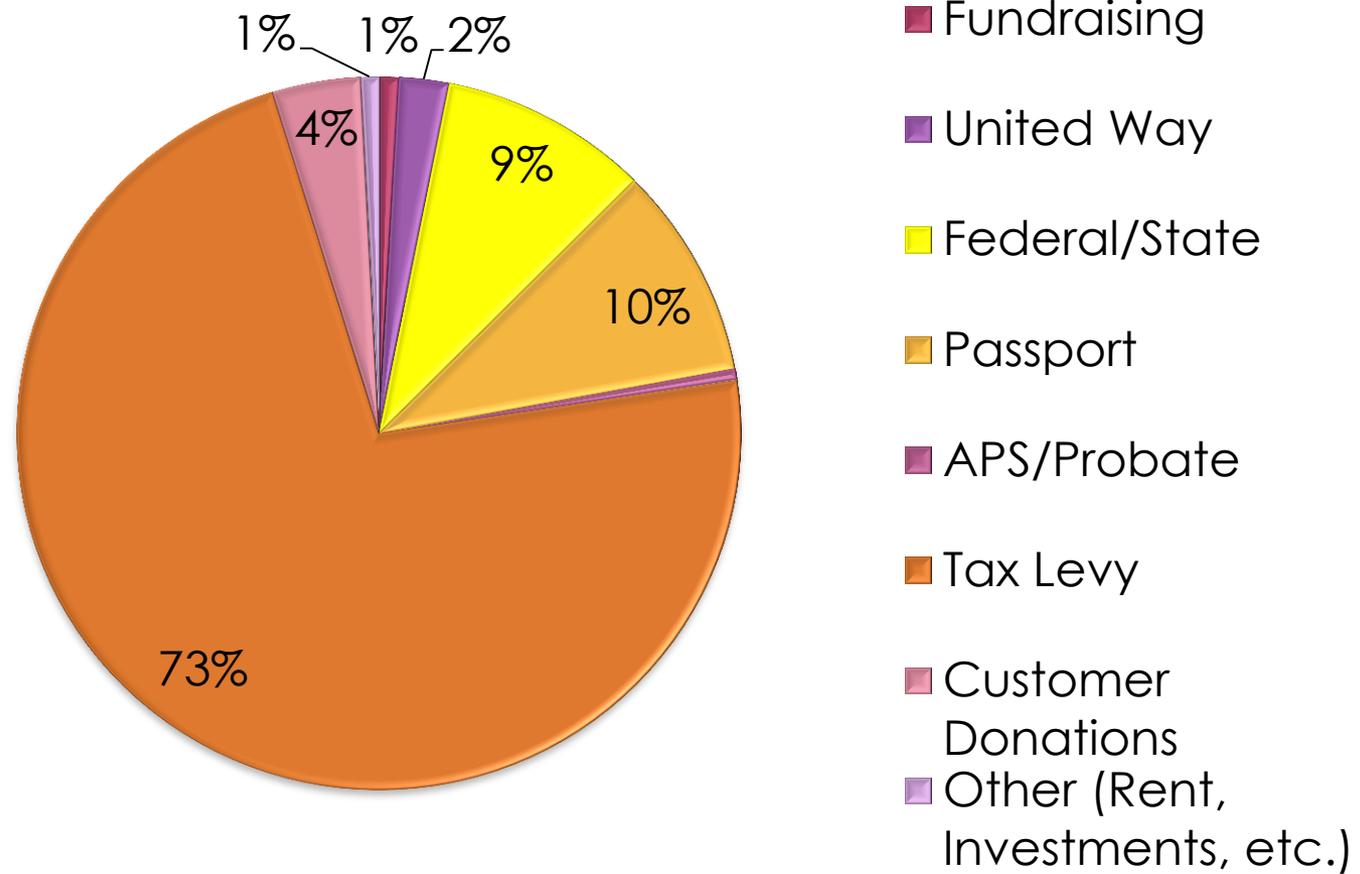
Eliminated 4 Director Positions

No COO

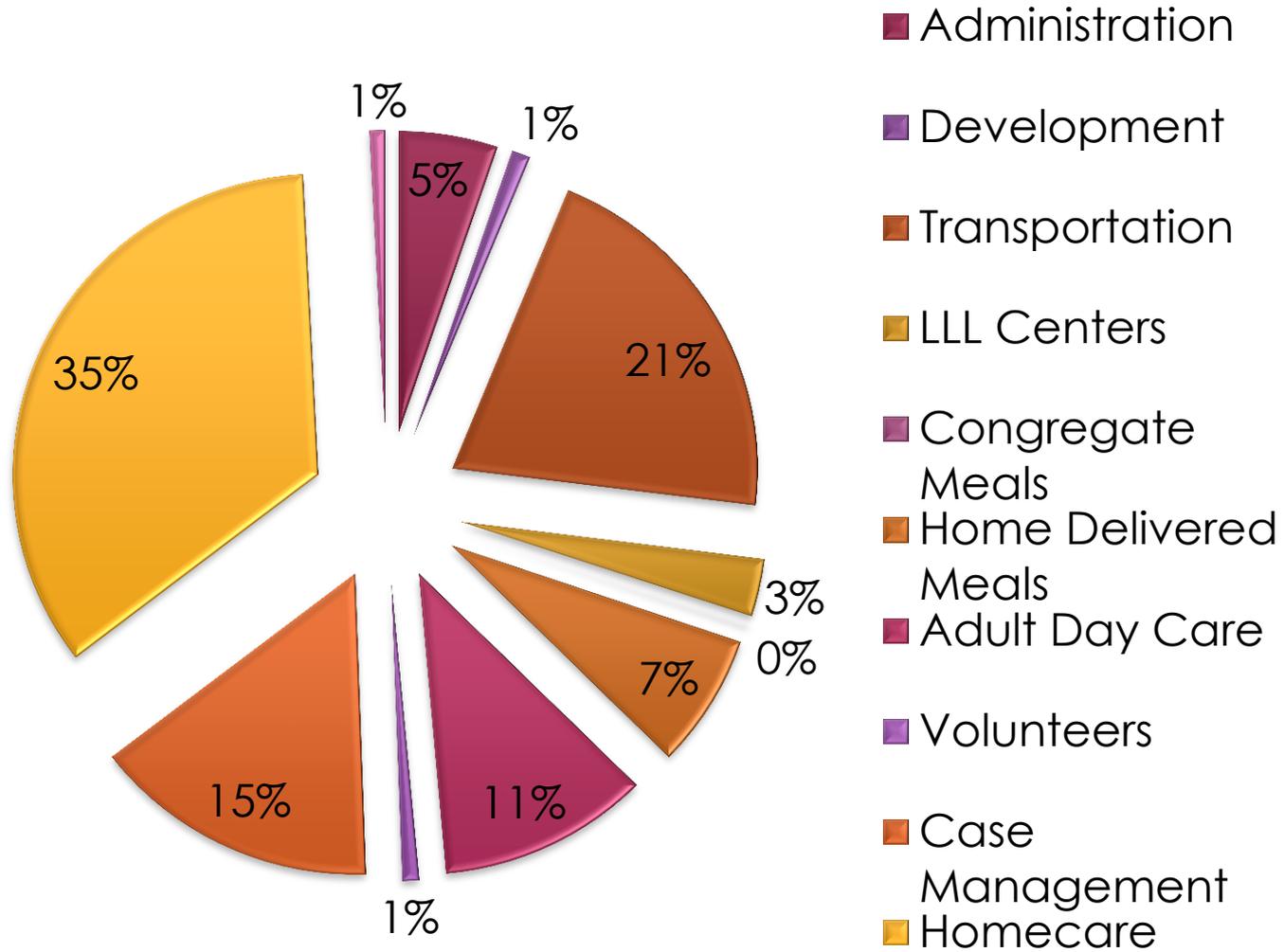
Conversion to HOP

Software Efficiencies

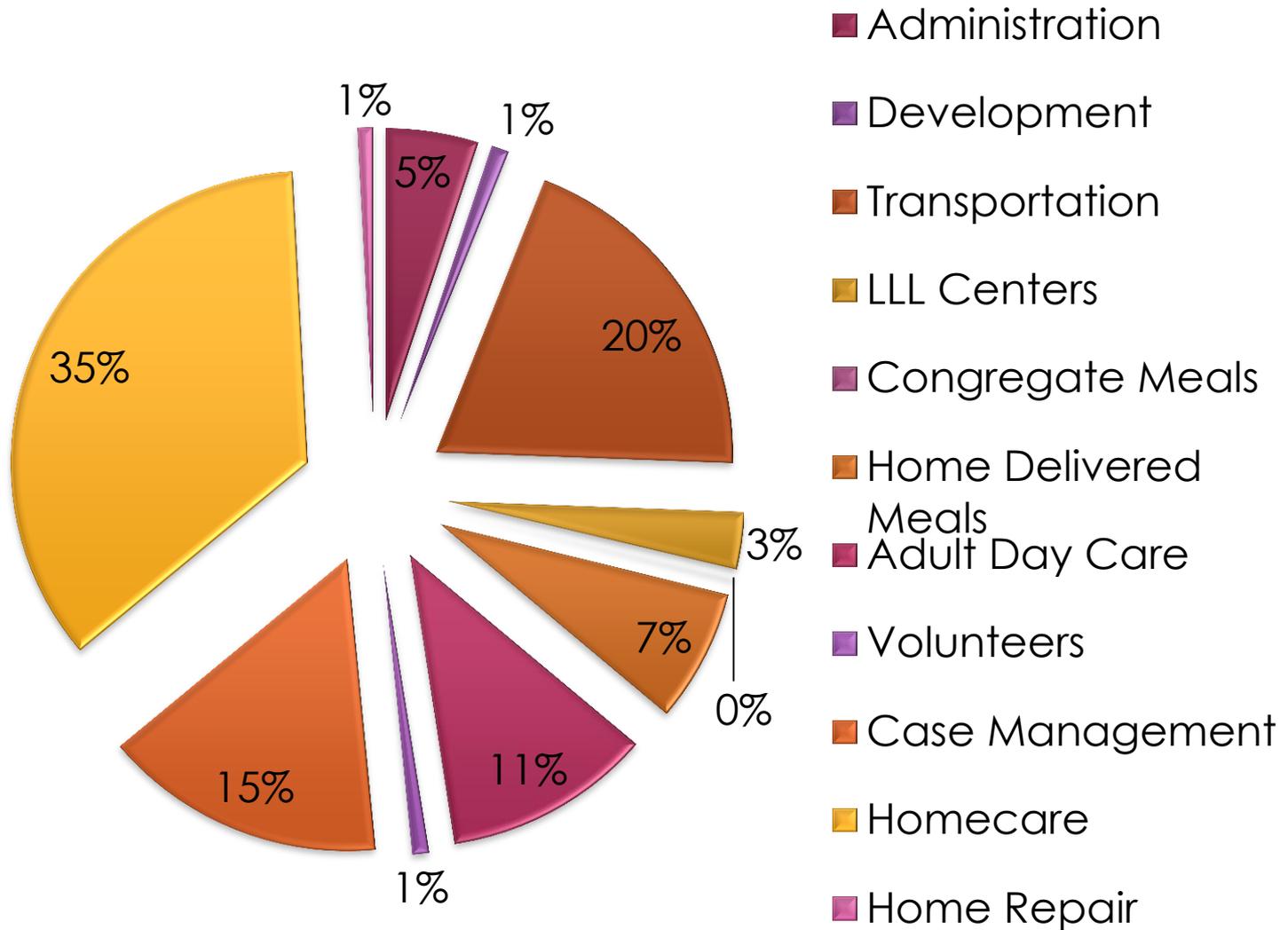
## Revenue By Funding Source



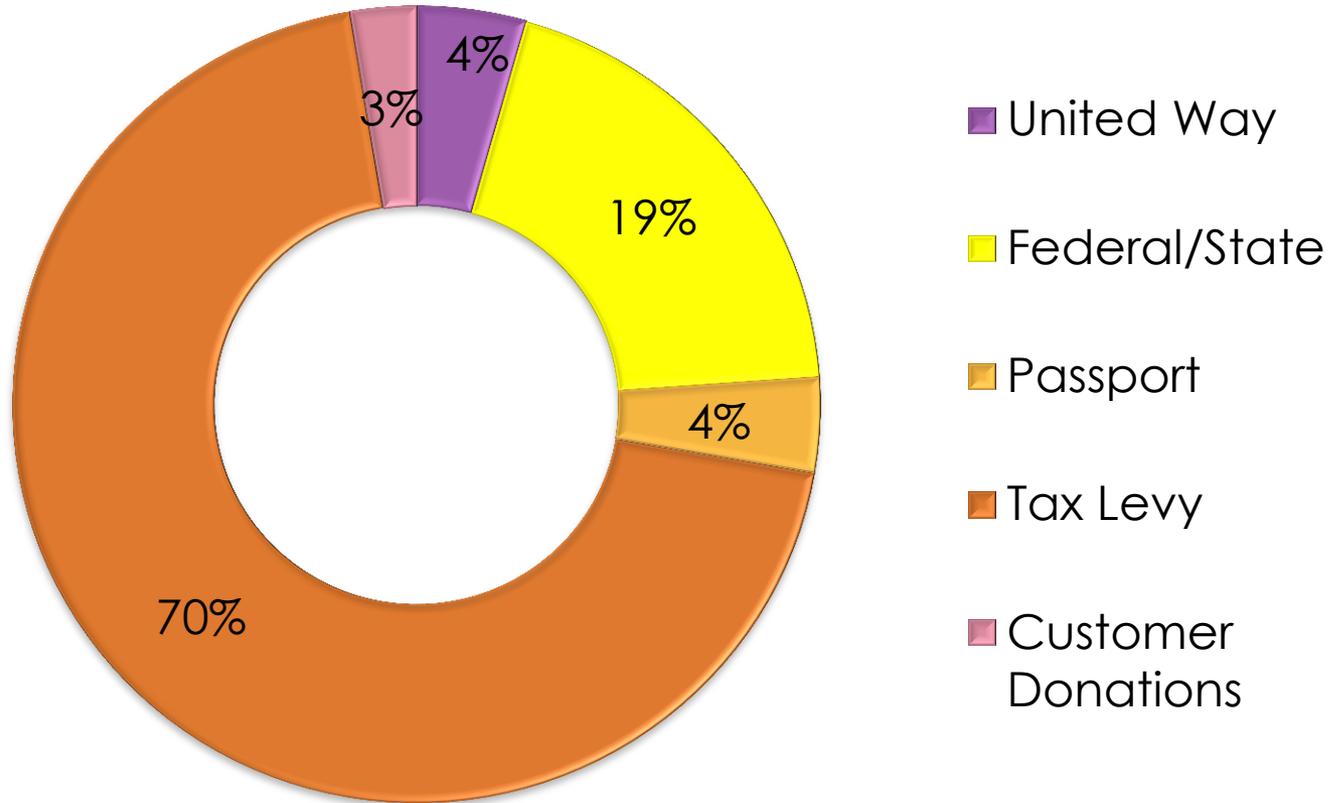
# Revenue by Program



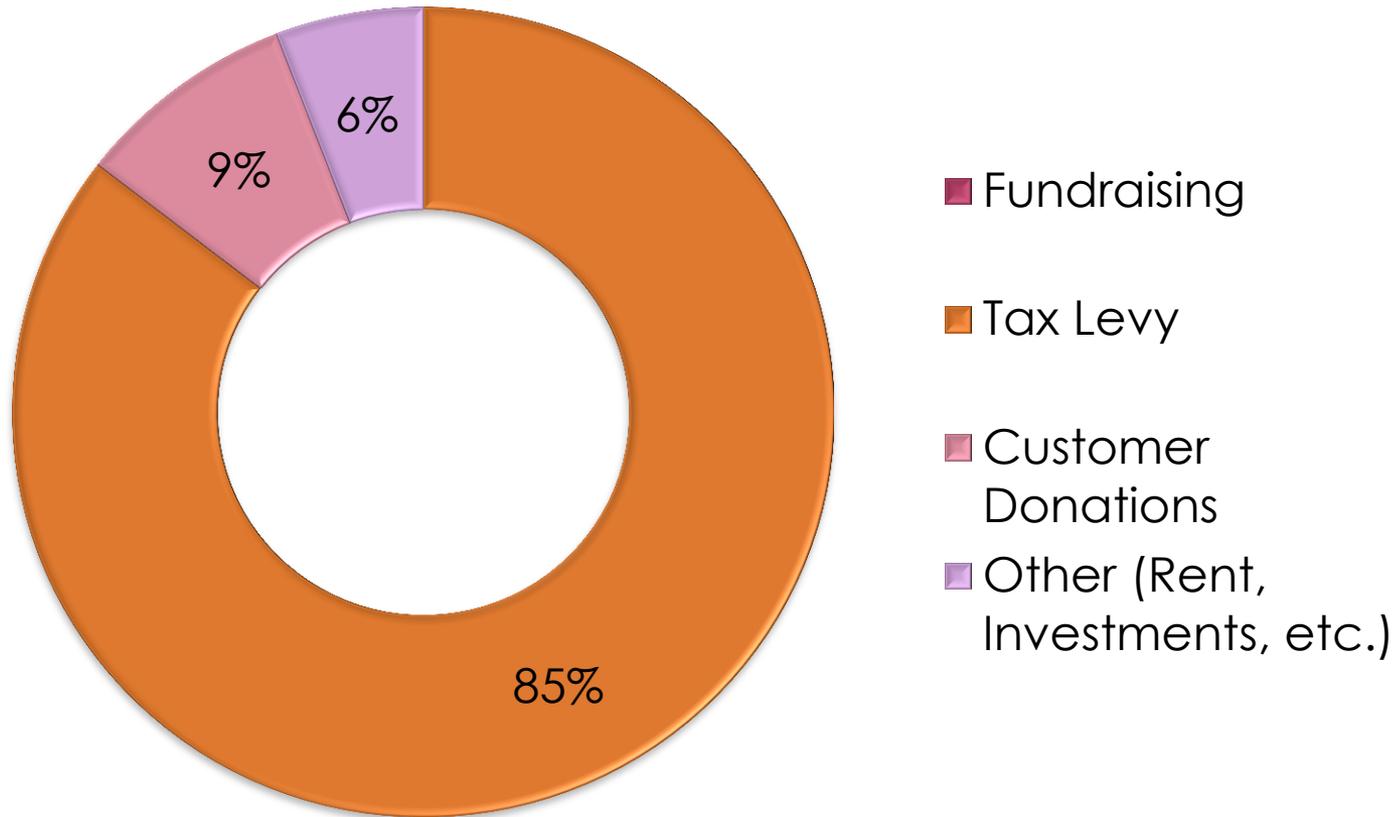
# Expenses by Program



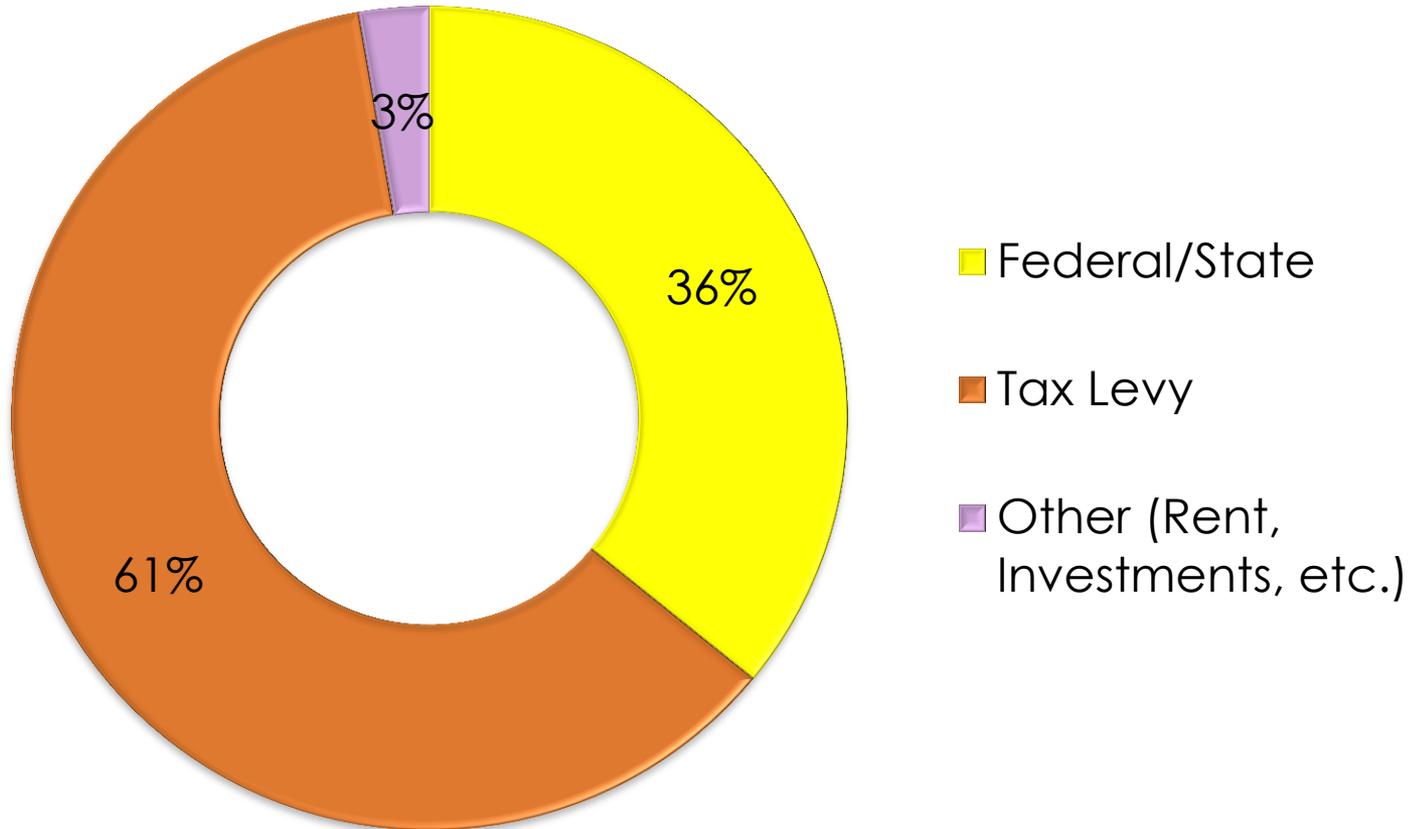
# Transportation



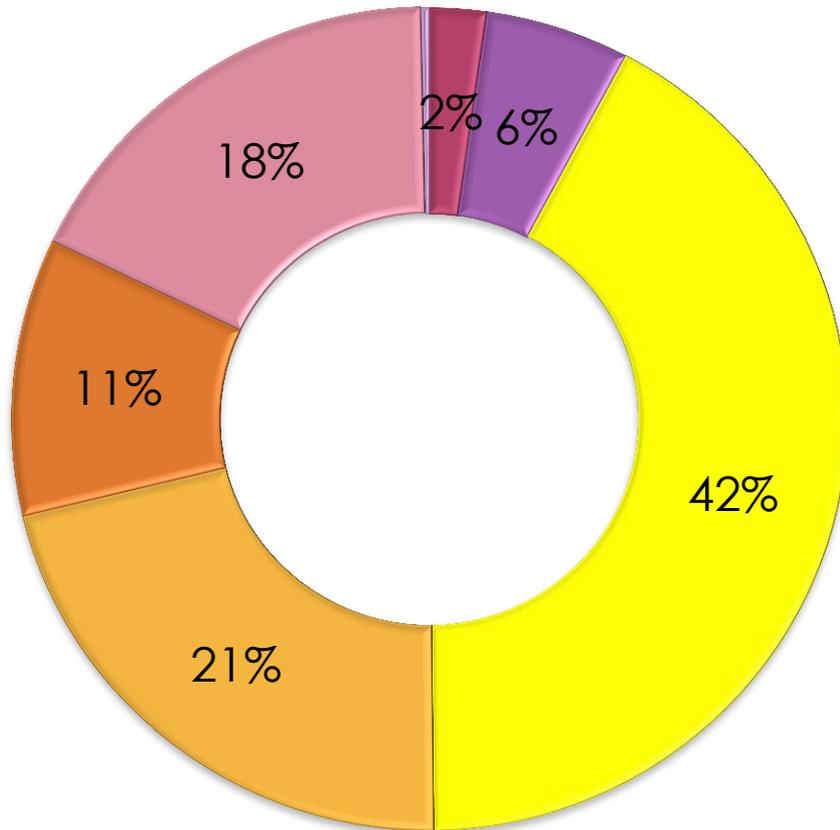
# Lifelong Learning Centers



# Congregate Meals



# Home Delivered Meals



■ Fundraising

■ United Way

■ Federal/State

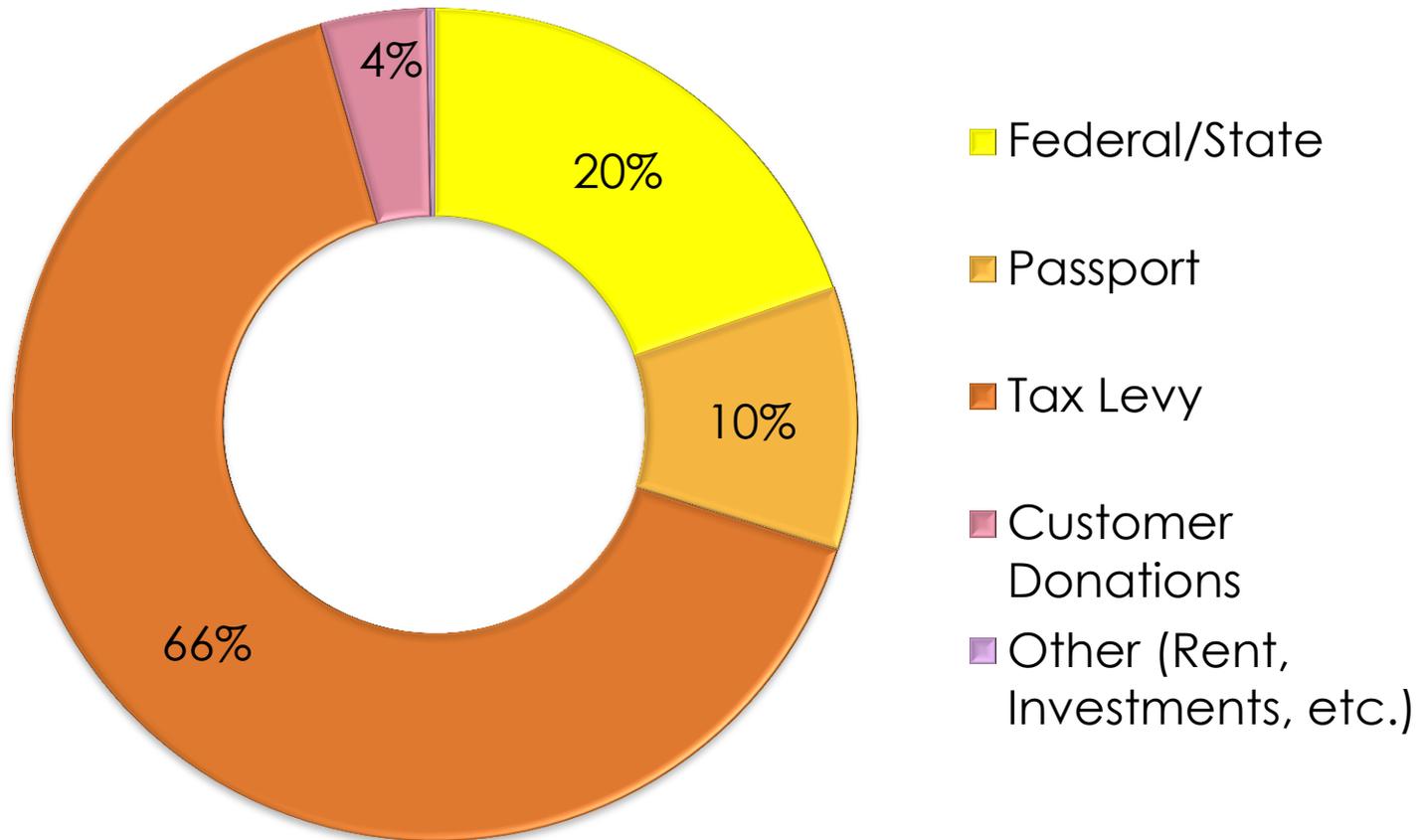
■ Passport

■ Tax Levy

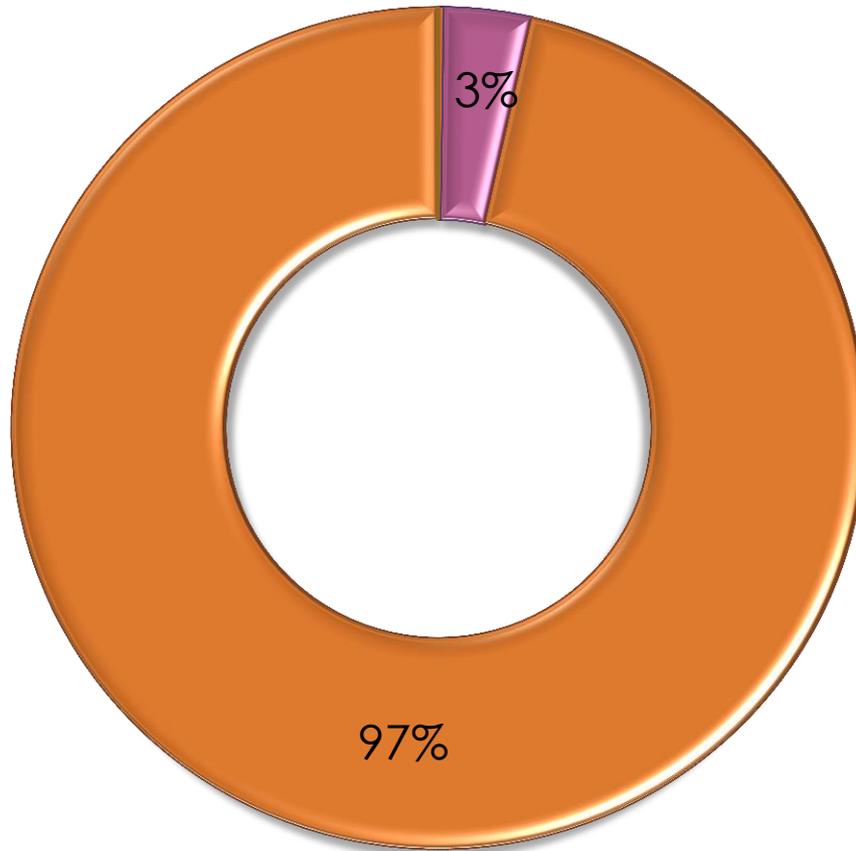
■ Customer Donations

■ Other (Rent, Investments, etc.)

# Adult Day Services



# Case Management



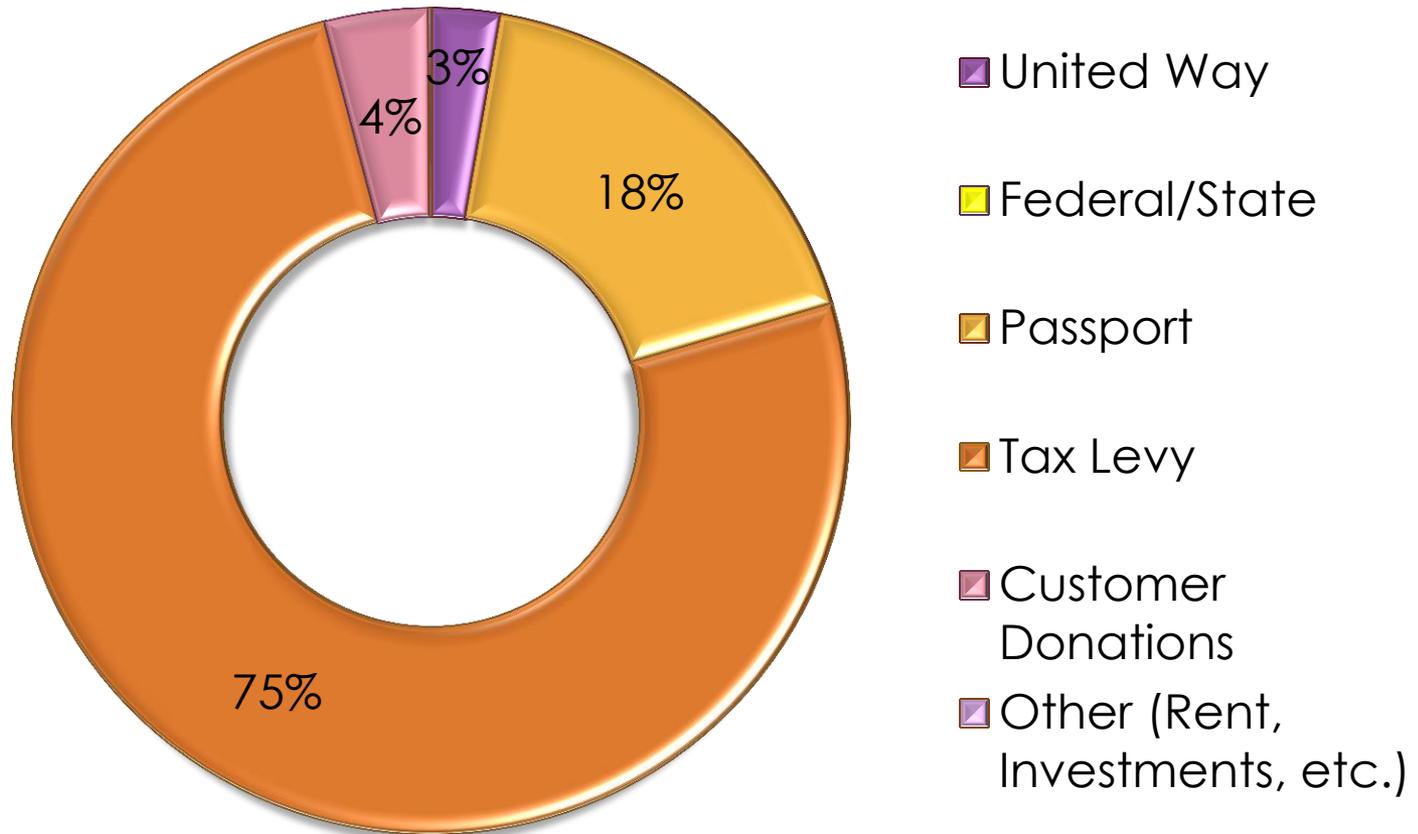
■ Federal/State

■ APS/Probate

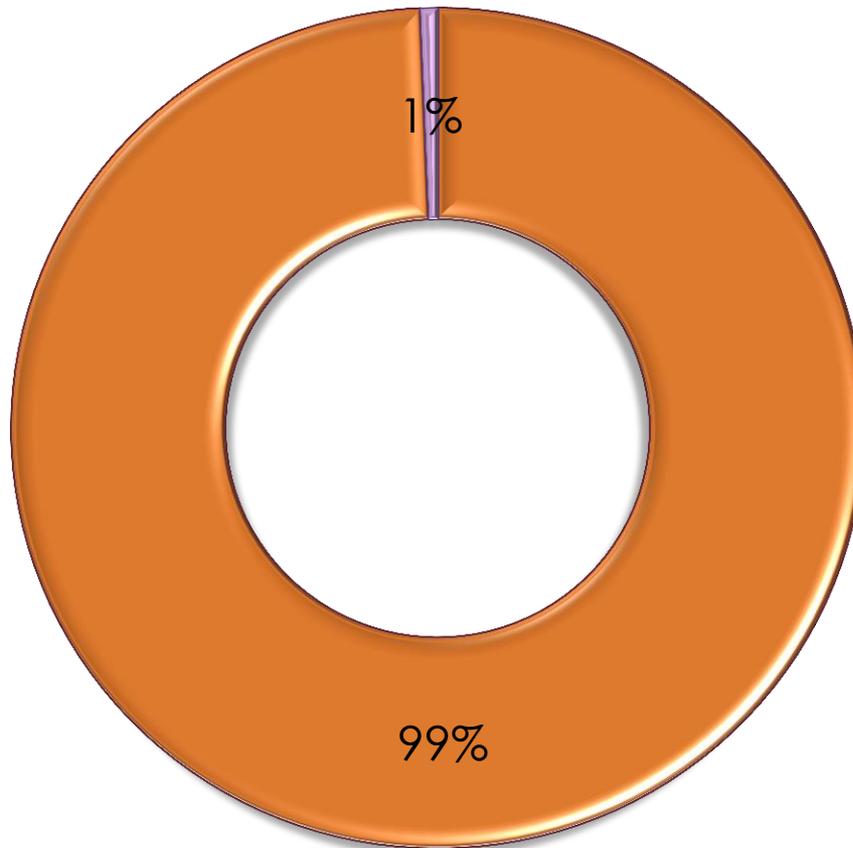
■ Tax Levy

■ Other (Rent, Investment, etc.)

# Homecare



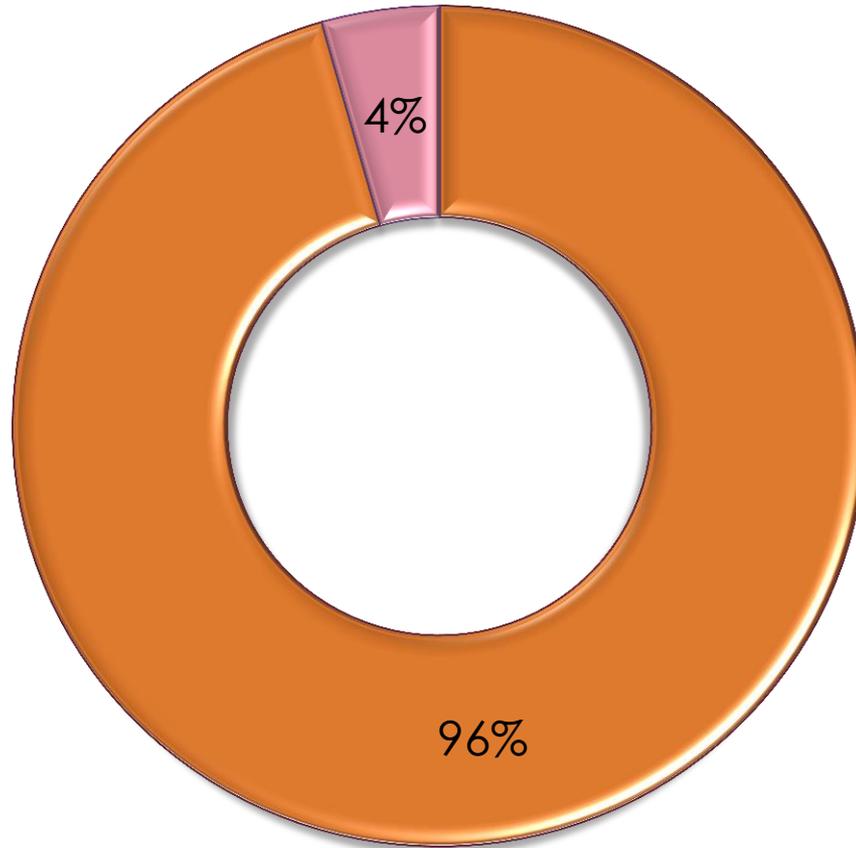
# Volunteers



■ Tax Levy

■ Other (Rent, Investments, etc.)

# Home Repair



■ Tax Levy

■ Customer Donations

# Sources of Funding

## Levy

- Clermont County was the first county in the State of Ohio to pass a levy to support services for seniors. Historically, Clermont Senior Services has been the only contract provider to administer levy funds and provide for the delivery of services as defined in the specifications of the levy contract. The levy is on the ballot every five years. We are currently in a levy cycle that is for 2012 through 2016.

## Title III/Older Americans Act

- Federal funding provided through the Older Americans Act. This funding is directed toward Transportation, Home Delivered Meals, Congregate Meals and through respite at Adult Day Services (ADS). COA conducts an annual unit and compliance audit for Title III.

## PASSPORT/MY-CARE OHIO

- Administered by COA as the area agency on aging that provides case management and referral for service in the five county area known as Area 1. Persons are assessed for eligibility in alignment with Medicaid income guidelines. The Program is designed to keep people out of the nursing home as it is far less expensive to provide care in the home than in a nursing home. COA conducts an annual unit and compliance audit for PASSPORT.

## Alzheimer Respite

- State funding designed to assist full-time caregivers of persons with Alzheimer's or dementia-related disorders with relief by either sending an outside caregiver into the home or through an Adult Day Services Center. COA conducts an annual unit and compliance audit for these funds.

# Sources of Funding

## ODOT

- The Specialized Transportation Grant has been in existence for many years. Each year, we have applied for this grant and asked for three (3) vehicles to replace high mileage/high maintenance vehicles in our existing fleet. Until this year, we have always been approved for the exact number we have requested. However, funding limitations resulted in a reduction of approved vehicles for all area providers, who requested more than one. This has been especially helpful as it is an 80/20 grant: ODOT provides 80% of the funds for the purchase of the vehicles, and CSS must be able to provide 20% through local dollars. This is a grant that would be unlikely to receive if not for the levy dollars.

## United Way

- Although a small percentage of the overall budget, the \$168,000 allocated for 2015 is very important to our ability to maintain services at the current level.

## Ohio Adult Food Program

- Reimbursement for meals at Adult Day Services. We are projecting approximately \$31,000 revenue this year from this state funded program.

## VA

- Veterans' Administration funding was recently approved for VA-generated Referrals for Adult Day Services Approx. \$51,000 in 2015.

# Eligibility

60 years of age and older



Resident of Clermont County (dwelling of residence MUST be located in Clermont County)



No income restrictions



No fees; donations for services are requested based upon income



Must not receive duplicate service from another agency



The levy is the "Payor of Last Resort"

# Program Eligibility

## HOMEMAKING

- Not a “Maid” service, but intended to assist with light housekeeping so that the senior can continue to live independently and in a safe environment
- No homemaking services will be provided if any of the following apply:
  - Spouse living in the home is able-bodied
  - Adults (over 18) living in home whether they work or not
  - Senior or spouse work
  - Senior or spouse are caregiver for children

## PERSONAL CARE

- Service is provided to seniors unable to perform their own personal hygiene as a result of one or more medical conditions.

## RESPIRE

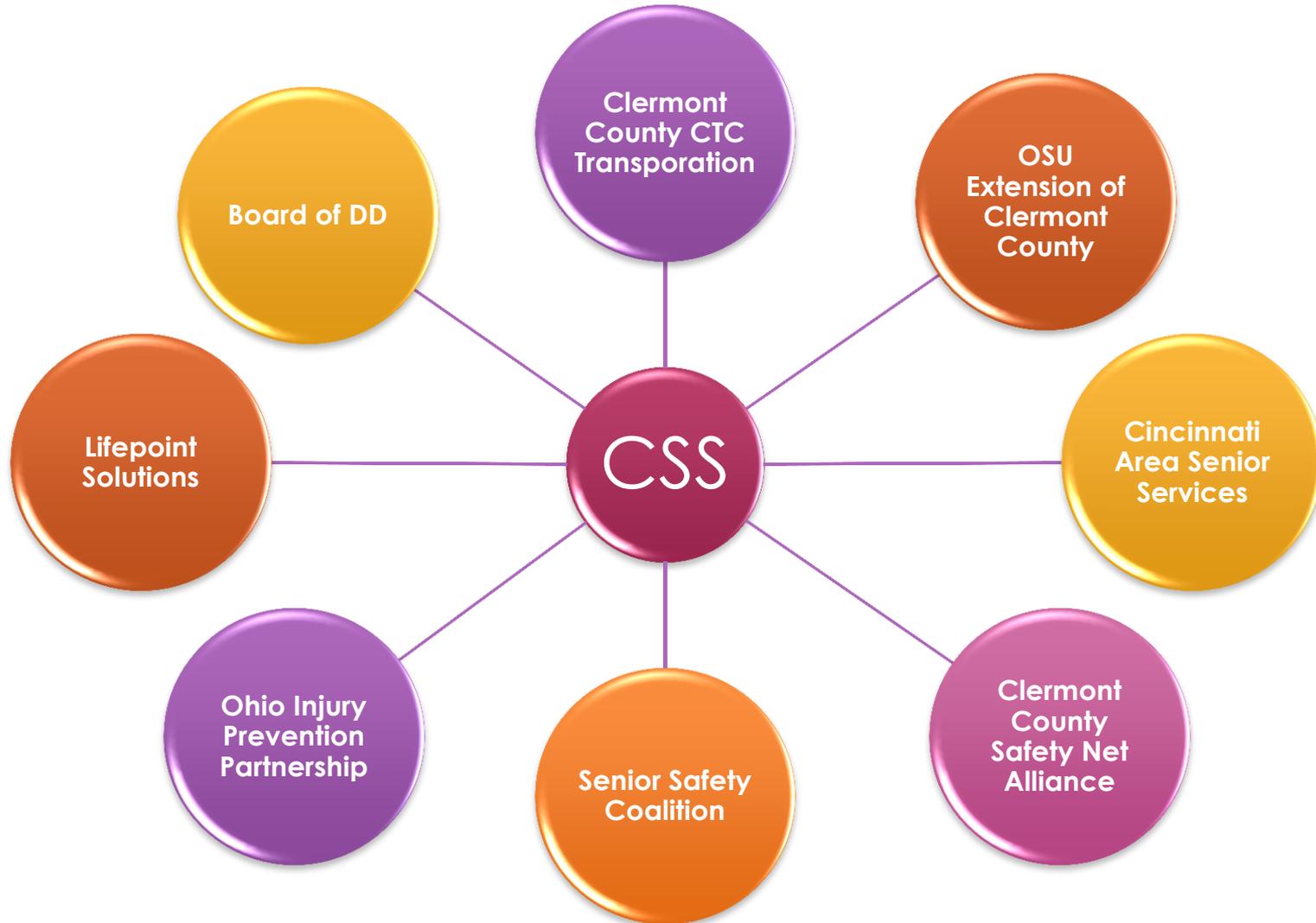
- Service is provided to give a 24 hour, unpaid caregiver a break in responsibilities. Respite is provided to seniors who are unable to be left alone as a result of one or more medical conditions.

## HOME DELIVERED MEALS

- Meals are based on a nutritional need for seniors who have difficulty preparing food as a result of one or more medical conditions. In addition to general eligibility guidelines, a senior must be or have:
  - Unable to safely prepare a meal
  - Unable to drive
  - Homebound (unable to be away from home for any period of time)
  - No other meal support

# Collaboration

Finding creative ways of doing more through collaborative relationships.



# Volunteer Impact



\*Hourly rates based upon staff/market comparable rates.



# Baby Boomers

By **2020**, when the bulk of the baby boomers move into this age group, it is expected that there will be approximately:

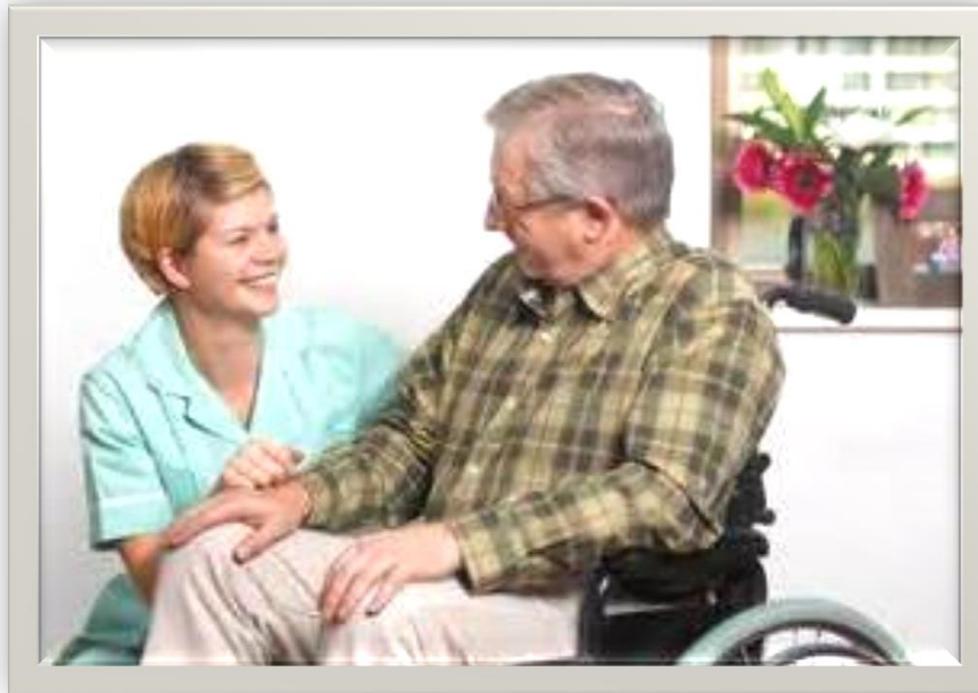
- **27,600** individuals age 60-69, suggesting a **139.7%** increase in the county population in this age group
- **15,623** individuals age 70-79 (compared to 7,708 in 2000), an increase of **100.3%**.



Clermont Senior Services respectfully requests that the levy for seniors be placed on the ballot in the Primary Election, 2016.



**Thank You!**



## Levy Increase per \$100,000 Home

	Effective Millage	1.3 mill renewal	.1 mill increase	.2 mill increase	1.3 mill renewal increase/ \$100,000 home	1.3 mill renewal with .1 increase/ \$100,000 home	1.3 mill renewal with .2 increase/ \$100,000 home
Value of Home	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00			
35% of value	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00			
Millage	1.295000%	1.295000%	0.10%	0.20%			
Tax	\$ 45.33	\$ 45.33	\$ 3.50	\$ 7.00			
Rollback	87.50%	87.50%	100.00%	100.00%			
Actual Tax	\$ 39.66	\$ 39.66	\$ 3.50	\$ 7.00	\$ -	\$ 3.50	\$ 7.00

Note: 1.3 mill renewal - State pays rollback and homestead 12.5%

Note: New money - Taxpayer pays rollback and homestead

# Budget Projections

## 1.3 mill Levy plus NO increase with NO projected growth 2017-2021

Clermont Senior Services	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
<b>Operating Revenue</b>					
County Senior Services Levy	\$ 5,428,639	\$ 5,428,639	\$ 5,428,639	\$ 5,428,639	\$ 5,428,639
Federal & State	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Passport	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
United Way	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Customer Donations & Fees	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000
Contributions & Fundraising	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Other	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857
<b>Total Revenue</b>	<b>\$ 7,472,496</b>				
<b>Operating Expenses</b>					
Wages & Benefits	\$ 4,601,246	\$ 4,808,737	\$ 4,929,746	\$ 5,161,678	\$ 5,306,329
Other	\$ 3,123,242	\$ 3,208,393	\$ 3,296,100	\$ 3,386,437	\$ 3,479,484
<b>Total Expenses</b>	<b>\$ 7,724,488</b>	<b>\$ 8,017,131</b>	<b>\$ 8,225,846</b>	<b>\$ 8,548,115</b>	<b>\$ 8,785,814</b>
<b>Net Assets</b>					
Excess / (Deficiency) - Operating	\$ (251,992)	\$ (544,635)	\$ (753,350)	\$ (1,075,619)	\$ (1,313,318)
Total Fixed Assets, Transfers & Adjustments	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
Beginning Net Assets	\$ 3,494,101	\$ 2,930,109	\$ 2,073,475	\$ 1,008,125	\$ (379,494)
<b>Ending Net Assets</b>	<b>\$ 2,930,109</b>	<b>\$ 2,073,475</b>	<b>\$ 1,008,125</b>	<b>\$ (379,494)</b>	<b>\$ (2,004,811)</b>

### Fixed Asset Expenditure Projections

Fixed Assets	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Mortgage Principal	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000
Transfers & Auditor Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fixed Asset &amp; Transfers</b>	<b>\$ 312,000</b>				

# Budget Projections

1.3 mill Levy plus .2% increase with NO projected growth 2017-2021

Clermont Senior Services	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
<b>Operating Revenue</b>					
County Senior Services Levy	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009
Federal & State	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Passport	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
United Way	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Customer Donations & Fees	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000
Contributions & Fundraising	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Other	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857
<b>Total Revenue</b>	<b>\$ 8,329,866</b>				
<b>Operating Expenses</b>					
Wages & Benefits	\$ 4,601,246	\$ 4,808,737	\$ 4,929,746	\$ 5,161,678	\$ 5,306,329
Other	\$ 3,123,242	\$ 3,208,393	\$ 3,296,100	\$ 3,386,437	\$ 3,479,484
<b>Total Expenses</b>	<b>\$ 7,724,488</b>	<b>\$ 8,017,131</b>	<b>\$ 8,225,846</b>	<b>\$ 8,548,115</b>	<b>\$ 8,785,814</b>
<b>Net Assets</b>					
Excess / (Deficiency) - Operating	\$ 605,378	\$ 312,735	\$ 104,020	\$ (218,249)	\$ (455,948)
Total Fixed Assets, Transfers & Adjustments	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
Beginning Net Assets	\$ 3,494,101	\$ 3,787,479	\$ 3,788,215	\$ 3,580,235	\$ 3,049,986
<b>Ending Net Assets</b>	<b>\$ 3,787,479</b>	<b>\$ 3,788,215</b>	<b>\$ 3,580,235</b>	<b>\$ 3,049,986</b>	<b>\$ 2,282,039</b>

## Fixed Asset Expenditure Projections

Fixed Assets	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Mortgage Principal	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000
Transfers & Auditor Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fixed Asset &amp; Transfers</b>	<b>\$ 312,000</b>				

# Budget Projections

1.3 mill Levy plus .2% increase with 5% projected growth 2017-2021

Clermont Senior Services	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
<b>Operating Revenue</b>					
County Senior Services Levy	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009	\$ 6,286,009
Federal & State	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Passport	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000	\$ 720,000
United Way	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000	\$ 168,000
Customer Donations & Fees	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000
Contributions & Fundraising	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Other	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857	\$ 95,857
<b>Total Revenue</b>	<b>\$ 8,329,866</b>				
<b>Operating Expenses</b>					
Wages & Benefits	\$ 4,724,853	\$ 4,932,896	\$ 5,049,174	\$ 5,280,869	\$ 5,419,762
Other	\$ 3,174,819	\$ 3,261,292	\$ 3,350,358	\$ 3,442,097	\$ 3,536,587
<b>Total Expenses</b>	<b>\$ 7,899,672</b>	<b>\$ 8,194,187</b>	<b>\$ 8,399,532</b>	<b>\$ 8,722,965</b>	<b>\$ 8,956,349</b>
<b>Net Assets</b>					
Excess / (Deficiency) - Operating	\$ 430,194	\$ 135,679	\$ (69,666)	\$ (393,099)	\$ (626,483)
Total Fixed Assets, Transfers & Adjustments	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000	\$ 312,000
Beginning Net Assets	\$ 3,494,101	\$ 3,612,295	\$ 3,435,974	\$ 3,054,307	\$ 2,349,208
<b>Ending Net Assets</b>	<b>\$ 3,612,295</b>	<b>\$ 3,435,974</b>	<b>\$ 3,054,307</b>	<b>\$ 2,349,208</b>	<b>\$ 1,410,725</b>

## Fixed Asset Expenditure Projections

Fixed Assets	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Mortgage Principal	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000	\$ 112,000
Transfers & Auditor Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fixed Asset &amp; Transfers</b>	<b>\$ 312,000</b>				