

Performance Review of the Usage of the Senior Service Levy

Report to the Hamilton County Tax Levy
Review Committee

Presented by:



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Summary Historical Scope 2018-2022

•	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Projection</u>	Projected <u>Total</u>	%
Total Levy Expenditures	\$22,371,297	\$21,149,606	\$22,773,814	\$ 22,168,776	\$27,660,532	\$116,124,025	100.0%
Levy Administration and Board of Election Costs	(462,524)	(348,273)	(363,258)	(327,662)	(377,132)	(1,878,849)	-1.6%
Sub-total Funds used for Senior Services	\$21,908,773	\$20,801,333	\$22,410,556	\$21,841,114	\$27,283,400	\$114,245,176	98.4%
Council on Aging (a) Patient Navigation	21,324,376	20,101,654	21,559,358 114,114	20,765,404 226,006	24,784,600 250,000	108,535,392 590,120	93.5% 0.5%
Senior Respite Care Care for Caregivers		210,575	200,192	259,703 34,414	250,000 250,000	920,470 284,414	0.8% 0.2%
Job and Family Services (APS) Utility Assistance (b)	351,200	351,109	391,574	399,304	407,200 1,091,600	1,900,387 1,091,600	1.6% 0.9%
Veteran's Services	233,197	137,995	145,318	156,283	250,000	922,793	0.8%
Funds used for senior services	\$21,908,773	\$20,801,333	\$22,410,556	\$21,841,114	\$27,283,400	\$114,245,176	98.4%

⁽a) Council on Aging is paid 2 months in arrears.

⁽b) \$1,025,000 base cost, plus 6.5% administration fee to be paid to COA.

Levy Carryover 2018-2022

	Year 1 2018 Actual	Year 2 2019 Actual	Year 3 2020 Actual	Year 4 2021 Actual	COA Year 5 2022 Projection	5-Year <u>Total</u>
Beginning carryover	\$14,452,797	\$18,078,165	\$22,770,164	\$26,452,287	\$ 30,964,563	\$ 14,452,797
Revenues (total property and Utility taxes)	25,996,665	25,841,605	26,455,937	26,681,052	26,183,970	131,159,228
Levy Administration and Board of Election Costs	(462,524)	(348,273)	(363,258)	(327,662)	(377,132)	(1,878,849)
Funds used for senior services	(21,908,773)	(20,801,333)	(22,410,556)	(21,841,114)	(27,283,400)	(114,245,176)
Ending carryover	\$18,078,165	\$22,770,164	\$26,452,287	\$30,964,563	\$ 29,488,001	\$ 29,488,001
Less Estimated Year End Encumbrances Available Cash Carryforward						(12,595,355) \$ 16,892,646

Expenditures vs Budgets 2018-2022

Expenditures greater than (less than) budget for 2018 - 2021

		2018	2019	2020	2021	•	Total 2018
		Actual	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>		to 2021
Council on Aging	\$	(156,704)	\$ (1,731,136)	\$ (2,122,985)	\$ (4,632,003)	\$	(8,642,828)
Patient Navigation		(250,000)	(250,000)	(135,886)	(23,994)		(659,880)
Senior Respite Care		(250,000)	(39,425)	(49,808)	9,703		(329,530)
Care for Caregivers		(250,000)	(250,000)	(250,000)	(215,586)		(965,586)
Job and Family Services (APS)		(25,361)	(32,885)	-	-		(58,246)
Veteran's Services		28,197	(67,005)	(59,682)	(48,717)		(147,207)
Levy Administration	_	(56,049)	(71,727)	(56,742)	(92,338)		(276,856)
	\$	(959,917)	\$ (2,442,178)	\$ (2,675,103)	\$ (5,002,935)	\$	(11,080,134)



- Nonprofit engaged to administer the Elderly Services Program
- Provides care management
- Works with network of service providers to deliver services
- FastTrack Home program helps with discharges from local hospitals

Senior Patient Navigation



- Provided services per their contract, 600 clients served
- Clients referred to appropriate services and case managers effectively interfaced with clients
- Satisfaction was high on all interactions
- Adjusted well to COVID-19 Pandemic
- Provided services with out any asset/income restrictions/co-pays

Center for Respite Care



- Provided consistent care for homeless Seniors
- Adjusted to the COVID-19 Pandemic restrictions
- Have challenges finding "senior" homeless clients on a consistent basis
- Fill a needed niche in "slightly less than skilled nursing" services
- Adjusted and adapted to COVID-19 state/federal mandated restrictions

Care for Caregivers (Closing the Gap)



- Innovative program designed to target the health and well being of African American Caregivers
- Comprehensive program has been developed and is just starting to be implemented
- Late additions to the current levy cycle
- Specifically targeted marketing approach
- In process to gain recognized status by University of Cincinnati to allow future expansion of the program in a controlled structured manor

Adult Protective Services



- Processed an increased volume of calls, 3,313
- Screened an increased number of clients, 1,723
- Investigated an increased number individuals, 706
- Offer services for guardianship and psychological assessments

Veterans Service Commission



- Offer assistance to veterans, active duty members, spouses and children
- Provide help with food, rent/mortgage, utilities, benefit counseling and other items
- Served 258 clients in 2021, up from 148 in 2020, 163 in 2019



- Has been a good steward of Levy funding
- Is cutting edge, recognized at a regional, State and National Level for their innovative approaches and programs
- Recognized as a leader in advocation for senior programs and services



- Reviewed contract with Hamilton County
- Reviewed billing and financial records
- Reviewed operational and quality reports
- Reviewed RFP process for selecting vendors to provide services
- Reviewed software used to manage clients
- Ensured Hamilton County is the payer of last resort



- Financially strong with very little debt
- Appropriate usage of Federal/State COVID-19 Pandemic funds
- Expanded services as needed during the start of the COVID-19 Pandemic
- Charging back to the County only 6.5% of their administrative costs

COA ESP-HC Internal Operating Results

COA - ESP - Hamilton County								
Operating Results as of September 30:	2018		2019		2020		2021	
County funds	\$18,372,354	96.7%	\$ 19,905,847	97.7%	\$21,417,798	97.8%	\$20,747,657	97.8%
Program income	545,343	2.9%	469,798	2.3%	492,791	2.2%	457,401	2.2%
In-kind match (transfer)	87,786	0.5%						
Total support and revenue	19,005,483	100.0%	20,375,645	100.0%	21,910,589	100.0%	21,205,058	100.0%
Community -based long-term care								
purchased services	13,889,339	73.1%	14,875,123	73.0%	15,931,492	72.7%	15,244,675	71.9%
Personnel	4,410,613	23.2%	5,004,909	24.6%	5,549,089	25.3%	5,725,443	27.0%
Travel and training	54,324	0.3%	76,980	0.4%	42,057	0.2%	29,692	0.1%
Equipment	60,374	0.3%	77,683	0.4%	16,852	0.1%	31,859	0.2%
Supplies	16,328	0.1%	20,370	0.1%	24,602	0.1%	16,634	0.1%
Consulting and professional services	280,681	1.5%	217,935	1.1%	364,967	1.7%	487,898	2.3%
Telephone and postage	89,134	0.5%	94,128	0.5%	102,004	0.5%	115,801	0.5%
Occupancy	102,422	0.5%	117,882	0.6%	136,922	0.6%	121,667	0.6%
Printing and publications	13,698	0.1%	13,165	0.1%	12,008	0.1%	22,556	0.1%
Other	66,332	0.3%	99,148	0.5%	108,837	0.5%	113,870	0.5%
Total operating expenses	18,983,245	99.9%	20,597,323	101.1%	22,288,830	101.7%	21,910,095	103.3%
Operating Income	22,238	0.1%	(221,678)	-1.1%	(378,241)	-1.7%	(705,037)	-3.3%
Loss on disposal								
Depreciation	22,238	0.1%	26,469	0.1%	25,792	0.1%	31,008	0.1%
Net income/(loss)		0.0%	(248,147)	-1.2%	(404,033)	-1.8%	(736,045)	-3.5%

COA Purchased Services Trends 2018-2021

COA - ESP Hamilton County													Beg Levy v	/s 2021
Purchase Services Trend Analysis		2018			2019			2020		20	021		Change 2018	8 vs 2021
		Percer	tage of:		Percentage of:			Percentage of:		Percentage of:		tage of:		
	Total	Total	Revenue	Total	Total	Revenue	Total	Total	Revenue	Total	Total	Revenue	\$\$\$	%%%
Home Care Assistance	6,631,361	47.7%	34.9%	6,965,500	46.8%	34.2%	7,234,105	45.4%	33.0%	6,821,629	44.7%	32.2%	190,268	2.9%
Home Delivered Meals	2,862,120	20.6%	15.1%	3,507,741	23.6%	17.2%	4,854,592	30.5%	22.2%	4,004,438	26.3%	18.9%	1,142,318	39.9%
Medical Transportation	1,354,012	9.7%	7.1%	1,333,286	9.0%	6.5%	1,130,971	7.1%	5.2%	1,189,311	7.8%	5.6%	(164,701)	-12.2%
Consumer Directed Care-Services	1,081,851	7.8%	5.7%	1,196,671	8.0%	5.9%	1,026,786	6.4%	4.7%	1,149,350	7.5%	5.4%	67,499	6.2%
ERS	569,856	4.1%	3.0%	623,568	4.2%	3.1%	712,148	4.5%	3.3%	748,352	4.9%	3.5%	178,496	31.3%
Home Modification	263,112	1.9%	1.4%	257,755	1.7%	1.3%	289,873	1.8%	1.3%	447,241	2.9%	2.1%	184,129	70.0%
Medical Supplies	355,411	2.6%	1.9%	214,239	1.4%	1.1%	148,999	0.9%	0.7%	235,424	1.5%	1.1%	(119,987)	-33.8%
Adult Day Service	383,180	2.8%	2.0%	372,036	2.5%	1.8%	134,775	0.8%	0.6%	205,870	1.4%	1.0%	(177,310)	-46.3%
Independent Living Assistance	65,742	0.5%	0.3%	44,452	0.3%	0.2%	97,014	0.6%	0.4%	134,717	0.9%	0.6%	68,975	104.9%
Non Medical Transportation	112,410	0.8%	0.6%	152,860	1.0%	0.8%	135,336	0.8%	0.6%	131,171	0.9%	0.6%	18,761	16.7%
Major Housecleaning	49,650	0.4%	0.3%	49,950	0.3%	0.2%	44,331	0.3%	0.2%	71,415	0.5%	0.3%	21,765	43.8%
ADS Transportation	91,826	0.7%	0.5%	96,660	0.6%	0.5%	55,057	0.3%	0.3%	46,229	0.3%	0.2%	(45,598)	-49.7%
Equipment Rentals	27,819	0.2%	0.1%	31,029	0.2%	0.2%	52,406	0.3%	0.2%	36,753	0.2%	0.2%	8,934	32.1%
Pest Control	37,714	0.3%	0.2%	26,602	0.2%	0.1%	15,100	0.1%	0.1%	23,983	0.2%	0.1%	(13,732)	-36.4%
Consumer Directed Care-Admin	3,275	0.0%	0.0%	2,775	0.0%	0.0%	-	0.0%	0.0%	818	0.0%	0.0%	(2,457)	-75.0%
Supportive Services		-	-							(2,025)	0.0%	0.0%		
	\$13,889,339	100.0%	73.1%	\$14,875,124	100.0%	73.0%	\$15,931,492	100.0%	72.7%	\$ 15,244,675	100.0%	71.9%	1,355,336	9.8%





Census and Key Usage Data

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
HC ESP Census	4,639	4,759	4,843	4,881	4,934	5,014	5,133	5,110	5,316	5,585	5,515	5,514	5,446	5,394	5,409	5,339
HC FTS Census	114	142	118	93	103	83	93	129	108	116	103	98	111	149	101	117
Total	4,753	4,901	4,961	4,974	5,037	5,097	5,226	5,239	5,424	5,701	5,618	5,612	5,557	5,543	5,510	5,456
ESP Program Clients using:																
Home Care Clients	2,789	2,894	2,956	3,652	2,793	2,859	2,892	2,881	2,877	2,595	2,647	2,613	2,474	2,477	2,475	2,274
Home Delivered Meals	2,199	2,262	2,277	2,399	2,257	2,377	2,404	2,526	2,667	2,970	3,077	3,095	3,032	2,910	2,827	2,704
Medical Transportation	884	901	895	1,239	861	834	827	818	754	492	651	658	697	659	657	644
Percentage of Total ESP using:																
Home Care	60.1%	60.8%	61.0%	74.8%	56.6%	57.0%	56.3%	56.4%	54.1%	46.5%	48.0%	47.4%	45.4%	45.9%	45.8%	42.6%
Home Delivered Meals	47.4%	47.5%	47.0%	49.1%	45.7%	47.4%	46.8%	49.4%	50.2%	53.2%	55.8%	56.1%	55.7%	53.9%	52.3%	50.6%
Medical Transportation	19.1%	18.9%	18.5%	25.4%	17.5%	16.6%	16.1%	16.0%	14.2%	8.8%	11.8%	11.9%	12.8%	12.2%	12.1%	12.1%



COA Projection for Levy Cycle 2023-2027

PROJECTION FOR LEVY CYCLE 2023-2027

	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	5-Year Total
Revenue						
COA Levy Draw	27,809,486	28,739,679	28,824,315	29,116,611	29,551,768	144,041,859
Title III and State Funding (Accrual Bas.	1,211,368	1,211,368	1,211,368	1,211,368	1,211,368	6,056,841
Client Donations (Accrual Basis)	3,799	3,833	3,879	3,932	3,986	19,429
Client Co-Payments (Accrual Basis)	685,319	707,991	701,864	724,374	716,516	3,536,064
Total Revenue to support ESP	29,709,972	30,662,872	30,741,427	31,056,285	31,483,638	153,654,194
COA Operational Expenses						
Provider Services ESP (Accrual Basis)	21,460,379	22,131,915	21,978,246	22,038,211	22,216,030	109,824,780
Provider Services FTH (Accrual Basis)	494,810	543,228	590,496	640,728	671,951	2,941,213
Intake & Assessment (Accrual Basis)	167,748	172,780	177,964	183,303	188,802	890,596
Care Management (Accrual Basis)	4,706,263	4,847,450	4,992,874	5,142,660	5,296,940	24,986,187
FTH Care Management	1,019,038	1,049,609	1,081,097	1,113,530	1,146,936	5,410,210
Transportation Coordination	150,000	153,000	156,060	159,181	162,365	780,606
Program Management (Accrual Basis)	1,711,735	1,764,889	1,764,690	1,778,671	1,800,615	8,820,602
Total COA Operational Expenditures	29,709,972	30,662,872	30,741,427	31,056,285	31,483,638	153,654,194
Revenues in excess of expenses	7-	-	_	-	-	_

PAS & Advisors

Hamilton County Population – COA Penetration

Hamilton County Population Projection and COA Penetration

	2021	2022	2023	2024	2025	2027	2030	2040
Total Hamilton County (1)	790,160	789,722	789,284	788,846	788,410	787,160	785,900	786,090
Age 60 and over (1)	182,970	185,350	187,730	190,110	192,490	192,730	192,970	182,740
As percentage of total	23.2%	23.5%	23.8%	24.1%	24.4%	24.5%	24.6%	23.2%
Age 65 and over (1)	130,750	133,798	136,846	139,894	142,940	147,390	151,830	144,400
As percentage of total	16.5%	16.9%	17.3%	17.7%	18.1%	18.7%	19.3%	18.4%
Age 85 and over (1)	17,260	17,272	17,284	17,296	17,310	17,530	17,740	23,980
As percentage of total	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.3%	3.1%
COA Population Estimate (2)	17,470	17,719	17,969	18,218	18,468	19,000	n/a	n/a
Percentage of total 60 and over	9.5%	9.6%	9.6%	9.6%	9.6%	9.9%	n/a	n/a
Average COA clients served (3)	5,434	5,510	5,587	5,663	5,739	5,854	n/a	n/a
	Actual	Projected	Projected	Projected	Projected	Projected		
Increase in clients served		1.4%	1.4%	1.4%	1.3%	2.0%		
Penetration								
COA Population Estimate	31.1%	31.1%	31.1%	31.1%	31.1%	30.8%		

⁽¹⁾ Population data for 2020, 2025, 2030 and 2040 is from Ohio Population Interactive Data Center, Scripps Gerontology Center, Miami University, Oxford, OH. www.ohio-population.org. (2020). For 2027 we used a average of 2025 and 2030.

(3) All services (unduplicated). 2022-2027 from COA projections

⁽²⁾ COA estimate based on projected number of Hamilton Population over 60 with either a server or moderate physical and or cognitive disability.

Funding Projections 2023-2027 (Provider Requests)

Funding Projections Based on Provider Requests

	2023	2024	2025	2026	2027	
Funding Projections	Projected	Projected	Projected	Projected	Projected	<u>Total</u>
Council on Aging (1)	\$27,809,486	\$28,739,679	\$28,824,315	\$29,116,611	\$ 29,551,768	\$144,041,859
Senior Respite Care (2)	250,000	250,000	250,000	250,000	250,000	1,250,000
Care for Caregivers (3)	250,000	250,000	250,000	250,000	250,000	1,250,000
Job and Family Services (APS) (4)	401,800	401,800	401,800	401,800	401,800	2,009,000
Veteran's Services (5)	195,100	195,100	195,100	195,100	195,100	975,500
Utility Assistance (6)						
Total projected funding	\$28,906,386	\$29,836,579	\$29,921,215	\$30,213,511	\$ 30,648,668	\$149,526,359

- (1) Based on detailed projections that maintain current penetrations. (4) Based on County and program estimates
- (2) No Change in program funding request
- (3) No change in proram funding request

- (5) Based on County and program estimates
- (6) To be determined.



- Carry forward balance of Levy funds we believe should be a minimum of 10% of unencumbered balance
- At the end of the next Levy cycle, funds need to be available to proactively react to current and then future conditions
- Adding short term programs to the Levy funding can be a method to help utilize funding but not lock in a future requirement

Hypothetical Projection 2022-2027

		Actual	Projected	Projected	Projected	Projected	Projected	Projected	2023 -
		2021	2022	2023	2024	<u>2025</u>	<u>2026</u>	2027	<u>2027</u>
Year Ending Client Census		5,454	5,418	5,540	5,630	5,718	5,808	6 20 062 415	£129.074.20 <i>6</i>
COALevy Draw		\$ 21,067,413	\$ 24,186,058	\$ 26,464,413	\$ 27,378,030	\$ 27,683,550	\$ 28,585,898	\$ 28,862,415	\$ 138,974,306
Title III and State Funding	(1)	2,272,258	1,765,172	1,211,368	1,211,368	1,211,368	1,211,368	1,211,368	6,056,841
Client Donations	(1)	4,199	3,865	3,799	3,833	3,879	3,932	3,986	19,429
Client Co-Payments	(1)	390,418	631,072	685,319	707,991	701,864	724,374	716,516	3,536,064
Total Revenue to support ESP		23,734,287	26,586,167	28,364,899	29,301,222	29,600,661	30,525,572	30,794,286	148,586,640
COA Operational Expenses									
Provider Services ESP	(A)	17,081,150	18,477,134	19,898,958	20,544,007	20,586,662	21,207,939	21,226,207	103,463,773
Provider Services FTH	(1)	365,099	423,835	494,810	543,228	590,496	640,728	671,951	2,941,213
Intake & Assessment	(2)	109,995	110,280	113,590	117,000	120,510	124,130	127,850	603,080
Care Management	(2)	3,678,569	4,792,092	4,935,850	5,083,930	5,236,450	5,393,540	5,555,350	26,205,120
FTH Care Management	(2)	975,629	1,010,196	1,040,500	1,071,720	1,103,870	1,136,990	1,171,100	5,524,180
Transportation Coordination	(1)	75,273	150,000	150,000	153,000	156,060	159,181	162,365	780,606
Program Management		1,448,572	1,622,630	1,731,191	1,788,338	1,806,613	1,863,063	1,879,463	9,068,668
Total COA Operational Expenditu	ires	23,734,287	26,586,167	28,364,899	29,301,222	29,600,661	30,525,572	30,794,286	148,586,640
Provider Services ESP									
Home Care Assistance	(1)	7,228,438	7,316,961	7,797,553	8,032,833	7,717,303	7,971,298	7,610,944	39,129,931
Independent Living Assistance	(1)	134,569	134,407	138,992	144,309	149,273	154,365	159,648	746,586
Home Medical Equipment	(1)	188,263	188,666	191,892	195,402	198,167	200,909	203,711	990,082
DME- Equipment Rentals	(1)	26,808	23,773	23,755	24,142	24,481	24,820	25,167	122,365
Emergency Response Systems	(1)	735,140	719,098	728,759	741,736	752,194	762,602	773,237	3,758,528
Minor Home Modification	(1)	367,216	344,245	350,457	362,761	375,051	387,820	401,091	1,877,180
Major House Cleaning	(1)	100,471	107,415	112,495	117,023	121,075	125,207	129,492	605,292
Home Delivered Meals	(3)	5,267,330	6,320,800	6,636,840	6,835,950	7,041,030	7,252,260	7,469,830	35,235,910
Adult Day Service	(1)	287,509	355,503	684,762	710,849	735,284	760,367	786,390	3,677,653
Adult Day-Transportation	(1)	54,361	62,430	118,641	123,161	127,394	131,740	136,249	637,185
Medical Transportation	(1)	1,300,408	1,389,425	1,457,783	1,517,588	1,570,456	1,624,122	1,679,715	7,849,663
Non-Medical Transportation	(1)	129,046	126,660	130,499	135,394	140,033	144,808	149,763	700,498
Consumer Directed Care	(4)	1,261,590	1,387,750	1,526,530	1,602,860	1,634,920	1,667,620	1,700,970	8,132,900
(A) Total Provider Services ESP		\$17,081,150	\$18,477,134	\$19,898,958	\$20,544,007	\$20,586,662	\$21,207,939	\$21,226,207	\$103,463,773

⁽¹⁾ Agrees with COA projections

21 CPAs & Advisors

⁽²⁾ For 2022 we annualized first quarter actual costs. For 2023-2027 we used 3% cost of living increases.

⁽³⁾ For home delivered meals we lowered the 2022 increase to 20%, 2023 to 5% with 3% annual increases thereafter.

⁽⁴⁾ For consumer directed care we used 10% growth for 2022 and 2023 followed by 5% in 2024 and 2% thereafter.

Funding Projections 2023-2027 (HW&Co. Projection)

Funding Projections Based on HW&Co. Projections

	2023	2024	2025	2026	2027	
Funding Projections	Projected	Projected	Projected	Projected	<u>Projected</u>	<u>Total</u>
Council on Aging (1)	\$26,464,400	\$27,378,000	\$27,683,600	\$28,585,900	\$ 28,862,400	\$138,974,300
Senior Respite Care (2)	250,000	250,000	250,000	250,000	250,000	1,250,000
Care for Caregivers (3)	250,000	250,000	250,000	250,000	250,000	1,250,000
Job and Family Services (APS) (4)	401,800	401,800	401,800	401,800	401,800	2,009,000
Veteran's Services (5)	195,100	195,100	195,100	195,100	195,100	975,500
Utility Assistance (6)			1,200,000			1,200,000
Total projected funding	\$27,561,300	\$28,474,900	\$29,980,500	\$29,682,800	\$ 29,959,300	\$145,658,800

- (1) Based on HW&Co. projection (rounded)
- (2) No Change in program funding request
- (3) No change in proram funding request

- (4) Based on County and program estimates
- (5) Based on County and program estimates
- (6) Hypothetical based on projected carryover

HW&Co. Projected Carryover 2023-2027

Projected	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Total</u>
Beginning carryover (A)	29,488,001	27,900,931	25,656,275	22,026,432	18,867,802	29,488,001
Revenues (total property and Utility taxes)	26,459,830	26,595,944	26,732,057	26,868,170	27,004,283	133,660,284
Projected funding requests	(27,561,300)	(28,474,900)	(29,980,500)	(29,682,800)	(29,959,300)	(145,658,800)
Levy Administration and Board of Election Costs	(485,600)	(365,700)	(381,400)	(344,000)	(396,000)	(1,972,700)
Ending carryover	\$27,900,931	\$25,656,275	\$22,026,432	\$18,867,802	\$ 15,516,785	\$ 15,516,785

(A) 2023 carryover has not been reduced for proected 2022 year end encumbrances.



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Let's Talk

