

CITY OF DAVIS
2003-2004 CDBG/HOME APPLICANT QUESTIONS WITH RESPONSES

Name of Organization: Citizens Who Care
Project Title: In-Home Respite

Davis In-Home Respite Program Questions

- 1. Does the Respite Nurse Coordinator coordinate services with other caregivers (physicians, therapists, counselors, nurses, etc.) who may be able to identify other resources that might be available to families? If so, what other services are common?**

Yes. The Program Coordinator, other staff, and volunteers work with other organizations and professionals to ensure our clients are receiving the appropriate services. The Coordinator maintains contact with volunteers and caregivers to assess for client decline or a change in service need. Based on the individual situation, referrals are made. Referrals typically include formal (paid) respite services to augment CWC volunteers and caregivers, assisted living programs, convalescent hospitals, Yolo Adult Day Health, Meals on Wheels, and Hospice.

- 2. If most clients are permanently disabled, aren't more than 75% of CWC clients low-moderate income by HUD definitions?**

The 75% projection of low-moderate income clients was determined by analyzing income of program participants gathered during the in-take process. The program serves participants who qualify as permanently disabled but have an annual income greater than the low-moderate income threshold. In other cases, clients have not disclosed annual income to program staff. In these cases, the agency assumes the client does not qualify as low-moderate income to avoid falsely inflating the number of low-moderate income clients and ensuring its services continue to meet income threshold requirements.

- 3. How many new families are served each year?**

During 2002, 13 new Davis clients enrolled in the program. The number of new families served varies from 10 to 25 families annually. The agency does not have a waiting list and can match a client with a volunteer within two weeks of assessment. The agency intends to increase its outreach and marketing to increase the number of new families served during 2003.

- 4. The budget states that the project uses \$58,168 in other sources. Once in-kind labor is subtracted, CWC needs \$30,328 from other sources. Is there another annual source of funding, or is the whole sum raised through grants and fundraising?**

There is an error in the budget spreadsheet. The volunteer labor figure was inadvertently added twice. The error is inexcusable. A corrected budget is attached. Please accept our apologies and be assured it is not reflective of the agency's typical fiscal oversight.

In reality, the program requires \$30,328 from other sources with \$21,840 being volunteer labor, resulting in \$8,488 in actual cash requirements from other sources. The \$8,488 is secured through private grants, event proceeds, contributions from civic groups, and private donations. The program also requests a monthly donation from program clients but a mandatory program fee is not required. Program participant contributions provide \$1,000 to \$2,000 annually to the program's operating income, as indicated in the agency budget.

Respite Care & Time-Off Programs – Combined Questions

1. I do not agree in putting volunteer labor (in-kind) into the annual budget. I discounted the budget which in term shows that CDBG request is approximately 54% of budget. What can be done to leverage funding in case volunteer labor decreases significantly?

The decision to reflect volunteer labor was made after program analysis and consultation with city staff. Volunteers contribute 3,120 hours (In-Home Respite Program) and 1,440 (Time Off Program) of respite care annually – representing the programs' greatest assets. Furthermore, the in-kind value was based on \$7 per hour. In reality, an agency would have to pay \$15 to \$20 per hour for this type of care. If Citizens Who Care were forced to use paid respite workers, the spirit and purpose of the program would shift from being charitable to profit-motivated. As a nonprofit organization, the agency remains committed to recruiting and retaining competent volunteers to fulfill our mission and purpose. The agency is unlikely to leverage funds to provide paid respite workers. Our rationale is multi-faceted.

- The agency continues to recruit and retain a sufficient number of volunteers.
- The agency does not want to shift its focus from volunteer-driven services to a profit-motivated/fee for service approach.
- The agency believes there are greater opportunities to secure and sustain funding for volunteer recruitment and training than to hire employees.

Subsequently, the agency is committed to strengthening its volunteer program to avoid a decrease in this resource. The agency is aware of national volunteerism trends and constantly analyzes its methods to ensure it creates volunteer opportunities that meet the needs of its clients.

2. Why is there such a cost/beneficiary difference between the two programs?

The programs operate under two different models – one is home-based the other is social. Both models offer unique benefits but incur expenses differently. The cost difference is due to location, paid staff, and enrollment.

In-Home Respite Care occurs in the client's residence. Time Off for Caregivers is held at a public location that can accommodate 12 seniors, up to 15 volunteers, and three staff. The Time Off Program's format requires on-site staffing that creates additional costs. For example, the five-hour time frame requires assistance with transfers, bathroom needs, etc. These needs are beyond the capacity of program volunteers for safety and liability reasons. The program hires a Certified Nursing Assistant to manage these functions and assist with the program.

The Time-Off for Caregivers Program limits enrollment to 12 participants per session. Because participation is limited and staffing requirements are increased, the program incurs an increased cost per beneficiary. In-Home Respite Care does not have a set limit on the number of

families that can be served. Subsequently, by serving more individuals with volunteer labor, the program can reduce its cost per beneficiary.

3. Is there any consolidation of administrative and operating costs that could result in overall cost reductions for the two programs combined?

It is unlikely. Citizens Who Care operates on a very modest annual budget of \$150,000 to \$200,000 (FY 2003-04 budget amount not yet available) and maintains an administrative/fundraising expense of only 10-11% annually. The agency has worked diligently to reduce unnecessary or duplicative costs associated with the programs.

The staffing costs projected are program specific. The time devoted reflects actual time devoted to the individual programs and not administration. All agency personnel are part-time employees. The Time Off Program Director and In-Home Respite Care Coordinator positions are held by the same individual. The consolidation has allowed the agency to reduce some administrative costs associated with supervision, payroll, and paperwork requirements.

Other costs projected are based on operating expenses per program. Costs such as rent, telephone, and liability insurance are fixed and based on actual costs. The costs would not decrease through combining of program operations. The Printing and Duplication Costs cover the expenses associated with producing and distributing program brochures and providing materials for volunteers during in-services. The agency is currently seeking possible sources for donated printing that would allow us to reduce costs. Until the donation can be secured, the agency must budget for these costs.

Citizens Who Care recognizes the importance of operating prudently. The agency's ability to serve 15 Time Off participants and 55 In-Home Respite participants annually on a small budget testifies to its ability to operate efficiently. Unfortunately, the agency's efficiency offers it very little room for reductions.