

To: Isabella County Finance Committee/Committee of the Whole

From: Jennifer A. Crawford, M.S.A. – Director *JAC*
Isabella County Commission on Aging

Date: January 21, 2026

Re: COA – Request to Restructure In-Home Services Program

Background

According to the Population Reference Bureau, the number of Americans aged 65 and older is projected to increase from 58 million in 2022 to 82 million by 2050 (a 42% increase), and the 65-and-older age group's share of the total population is projected to rise from 17% to 23%. In 2023, Census data showed that Isabella County residents, aged 60 and older was already at 19.3% of the total county population, so we are bracing ourselves for the continued growth.

As of January 1, 2026, U.S. Baby Boomers, those born between 1946 and 1964 and totaling 79 million in its peak year, are just starting to turn 80 years old. As the age of this group continues to grow, so too, does the need.

Over the past ten years (2015-2025) Our In-Home Services Program has experienced widespread growth in both clients served and hours of service provided, and according to population statistics, that trend will continue. In 2015 our In-Home Program served 505 clients and provided 9,680 hours of service. In 2025 our In-Home Program served 658 clients (26% increase) and provided 13,266 hours of service (31% increase).

Currently, our In-Home Services Manager position directly supervises 15 employees (10 In-Home Aides, 1 part-time admin, 3 Social Workers, and the Caregiver Trainer). In addition, the position is responsible for staffing, budgeting, grant writing and reporting, financial reports, training, and ensuring that we are in compliance with all funding requirements. With the growth and demand on the program, the position has become too large to successfully complete within the work day.

I am requesting a restructure of the In-Home Services Program to help ensure that we are able meet the needs of those we serve, in addition to the needs of our team, while satisfying all of our requirements. We currently have a vacant part-time Entry Admin position that helped with scheduling – I would like to eliminate that position. I would then like to add a full-time In-Home Services Program Supervisor position that will take over the direct supervision of the 10 In-Home Aides, overseeing their scheduling and training. We have four other program supervisors at the Commission on Aging in other program areas, so this position will function like those but will be in the In-Home Program. The position has been scored by the Wage and Compensation Committee and is at the same level of the other Program Supervisors. I believe that adding this position will allow the Program Manager to effectively manage the team, the program, the financials, and have time to prepare for future growth. I believe this change will build the infrastructure that we need to absorb future changes and future growth within the program.

Financial Impact

The attached budget amendment breaks down the actual cost of the restructure. The addition of the Program Supervisor position totals \$50,357.93, which includes salary and fringe benefits. We will have a savings of \$22,357.93 by eliminating the part-time entry level administrative assistant position combined with the market rate adjustment. The balance left after the restructure totals \$28,000. I was able to make the adjustments to my existing budget (outlined in the attached budget amendment) to fund the change, preventing the utilization of fund balance.

Recommendations

I recommend that the Isabella County Board of Commissioners approve the restructuring of the In-Home Services Program in order to accommodate the growing needs of the program and those we serve.

Attachments

1. In-Home Services Program Supervisor Job Description.
2. Budget Amendment 2026-11BOC



ISABELLA COUNTY, MICHIGAN

Position	In-Home Services Program Supervisor	FLSA Status	Non-Exempt
Department	Commission on Aging	Pay Grade	

GENERAL SUMMARY

Under the supervision of the In-Home Services Program Manager, provides supervision and direction to the In-Home Aides. Participates in the hiring process for aides and provides all necessary training, including orientation and annual required trainings. Communicates with clients and aides, and prepares and maintains aide schedules for client services, following all procedures necessary to do so. Works alongside Program Manager to ensure compliance with required policies and procedures. Ensures worker service sheets are accurate and complete, completes timesheets and approves mileage reimbursement for aides.

ESSENTIAL DUTIES & RESPONSIBILITIES

The intent of this job description is to provide a representative summary of the major duties and responsibilities performed by incumbents of this job. Employees may be requested to perform job-related tasks other than those specifically presented in this description.

- Participates in the hiring process and supervises and provides direction to In-Home Services Program Homemaking and Personal/Respite Care Aides.
- Oversees the training of all In-Home Services Aides, ensuring compliance with funding requirements.
- Prepares and maintains all In-Home Service Aide schedules, communicating with both clients and Aides.
- Provides annual performance evaluations of In-Home Service Aides, along with supervisory visits, evaluating the work of aides in the homes of clients.
- Communicates with clients to ensure satisfaction of Aide performance.
- Prepares and submits timesheets and monthly reimbursement forms for the Aides.
- Assists the Program Manager with policy and procedure drafting and revisions, as needed.
- Ensures all required paperwork is completed with accuracy.
- Participates in ongoing training related to supervision and In-Home Services.
- Hybrid/remote options available with Director approval.
- Performs other duties as assigned.

MINIMUM ENTRANCE QUALIFICATIONS

Education and Experience

- Associates degree in Human Services, Business, or a related field.
- One (1) to three (3) years of human service, business, and/or related field.
- Any equivalent combination of training, education, and experience that provides the required skills, knowledge and abilities.

Licenses or Certifications

- CPR/First Aid/AED.
- Valid Driver's License.

OTHER JOB REQUIREMENTS

- None.

PREFERRED QUALIFICATIONS

- Knowledge and/or experience in providing in-home care to older adults.

COMPETENCIES FOR SUCCESSFUL PERFORMANCE OF JOB DUTIES

Knowledge of:

- Principles and practices of employee supervision.
- Local, state and national resources.
- Principles and practices of report preparation and recordkeeping.
- Inventory management principles.
- Modern office equipment, procedures and applicable software packages.
- State and federal guidelines.
- Principles and practices of basic accounting and financial management.

Skill in:

- Problem solving and decision making.
- Following and issuing verbal and written instruction.
- Organization and time management.
- Working collaboratively.
- Establishing and maintaining effective working relationships.
- Written and verbal communication.
- Meeting scheduled deadlines.

- Attention to detail.
- Leadership and coordination.

WORK ENVIRONMENT/CONDITIONS

The work environment and exposures described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment	Seldom or Never	Sometimes or Occasionally	Frequently or Often
Office or similar indoor environment			X
Remote or Hybrid		X	
Outdoor environment		X	
Street environment (near moving traffic)		X	
Construction site	X		
Clinical health care environment		X	
In the community (homes, businesses, etc.)		X	
Warehouse environment	X		
Shop environment	X		
Detention center or correctional facility	X		
Exposures	Seldom or Never	Sometimes or Occasionally	Frequently or Often
Individuals who are unpleasant or unhappy		X	
Individuals with known violent backgrounds	X		
Communicable diseases	X		
Bodily fluids (blood, urine, etc.)	X		
Infectious waste	X		
Extreme cold (<i>below 32 degrees</i>)		X	
Extreme heat (<i>above 100 degrees</i>)		X	
Moving mechanical parts		X	
Risk of electrical shock	X		
Vibration	X		
Fumes or airborne particles	X		
Toxic or caustic chemicals, substances waste		X	
Loud noises (<i>85+ decibels</i>)		X	

PHYSICAL DEMANDS

Position: Program Supervisor

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The position involves *medium physical demands*, such as exerting up to 50 lbs. of force occasionally, and/or up to 20 lbs. of force frequently, and/or up to 10 lbs. of force constantly to move objects.

Date created:	1/13/2026
Dates revised:	

