

Infant/Child Enrichment Services, Inc.



Tuolumne and Mariposa Counties

Athena Low, Director of Finance and Operations

Info

- ▶ 36 year old organization
- ▶ Subsidy contracts held = ~\$2.5M
 - ▶ CAPP
 - ▶ C2AP
 - ▶ C3AP
 - ▶ Stage 1
 - ▶ Foster Bridge
- ▶ Families ~ 333*
- ▶ Children~ 640*
- ▶ Software used
 - ▶ MCT- Care Control (CC3)
- ▶ Model differs based on grant

*As of Aug. 1, 2019

CAPP

▶ Method

- ▶ Utilize prior and current data for target
- ▶ Adjustments for school days of attendance (not all are the same)
- ▶ Family fees and Expenses
- ▶ $CDE + Ours = avg$

▶ Reports used

- ▶ Revenue and Expense Report (Accounting Software)
- ▶ Payment Breakdown & Claim Count by Funding Source (CC3)
- ▶ Last Years Projection Sheet

CAPP

Tuolumne						Mariposa								
Non-school day adjustment (assumes 20% more care used on non-school days)						Non-school day adjustment (assumes 20% more care used on non-school days)								
a	b	c				a	b	c						
non-school days	non-school days x 1.2	in-school days	b+c	With Monthly Adjustment factor		non-school days	non-school days x 1.2	in-school days	b+c	With Monthly Adjustment factor				
22	26.4	0	26.4	9.57%	July	22	26.4	0	26.4	9.36%		21	0	17714
15	18	7	25	9.06%	Aug	14	16.8	13	29.8	10.57%		23	10568	19400
1	1.2	20	21.2	7.68%	Sep	3	3.6	18	21.6	7.66%		19	11503	25247
0	0	22	22	7.97%	Oct	1	1.2	22	23.2	8.23%		23	8638	16102
6	7.2	16	23.2	8.41%	Nov	6	7.2	16	23.2	8.23%		20	10895	21102
5	6	11	17	6.16%	Dec	10	12	11	23	8.16%		19	10738	11018
6	7.2	21	28.2	10.22%	Jan	2	2.4	21	23.4	8.30%		21	10939	20863
2	2.4	18	20.4	7.39%	Feb	2	2.4	18	20.4	7.23%		19	10699	23322
5	6	17	23	8.33%	Mar	2	2.4	20	22.4	7.94%		21	10737	11525
1	1.2	21	22.2	8.04%	Apr	5	6	15	21	7.45%		22	11276	17392
1	1.2	22	23.2	8.41%	May	2	2.4	21	23.4	8.30%		22	10709	16294
16	19.2	5	24.2	8.77%	Jun	16	19.2	5	24.2	8.58%		20	11519	19036
	96	180	276	#####			102	180	282	#####				
												250	118221	219015

CAPP

Combined TOTAL					
1,404,154					
118,221					
1,522,375					
245,727					219,015
1,276,648					
Actual	Remaining PV Pay Target	AP Staff Target Number	YTD target with non- school day adjustment factor	Running Year Actual Provider Payments Actual	CDE Year Projections Projections
58,723		107,238	121,335	58,723	699,083
131,442		117,452	242,754	190,165	1,080,483
117,390		97,025	340,733	307,555	1,220,456
117,573		117,452	443,475	425,128	1,235,837
108,956		102,132	550,102	534,084	1,259,631
97,181		97,025	636,383	631,265	1,262,530
104,431		107,238	759,472	735,696	1,259,754
88,407		97,025	853,230	824,103	1,248,641
98,785		107,238	958,124	922,888	1,240,441
100,604		112,345	1,058,525	1,023,492	1,230,159
93,640		112,345	1,165,424	1,117,133	1,214,275
103,084		102,132	1,276,648	1,220,216	1,220,216
0					
1,220,216	0	1,276,648	100.00%		1,315,069
95.58%					93.7%
-\$56,432					
56,432					

C2AP/C3AP

► Method used

- Previous month caseload – Timing Out + new cases – attrition = total current month caseload x avg. cost of care = caseload cost + admin/support – parent fees = projected total expenditures

► Reports used

- Revenue and Expense Report (Accounting Software)
- CalWorks Caseload Report to CDE- 1 Report (CC3)
- Last Years Projection Sheet

C2AP/C3AP

AVERAGE COST OF CARE			
Provider Payments divided by Child Months of Service			
Month	Provider Payments	Child Months of Service	Monthly Average Cost of Care
July-18	\$ 41,003	87	\$471
August-18	\$ 43,671	88	\$496
September-18	\$ 43,365	93	\$466
October-18	\$ 36,471	84	\$434
November-18	\$ 38,624	81	\$477
December-18	\$ 39,454	88	\$448
January-19	\$ 37,929	85	\$446
February-19	\$ 42,266	92	\$459
March-19	\$ 40,460	94	\$430
April-19	\$ 42,630	88	\$484
May-19	\$ 44,616	91	\$490
June-19	\$ 45,657	89	\$513
Total	\$496,146	1,060	\$468

C2AP/C3AP

Stage 2 Caseload	-	Timing Out Caseload	+	New Cases	-	Attrition	=	Total Stage 2 Caseload	x	Avg. Cost of Care	=	Caseload Cost	+	Admin & Support	-	Parent Fees	=	Projected Total Expenditures	
88		0		6		0		94		471	\$43,998	44,302		\$9,333	9,397	\$792	1,137	\$52,539	52,562
94		3		7		14		84		496	\$39,317	41,686		\$8,340	8,842	\$708	1,137	\$46,950	49,391
84		1		8		10		81		466	\$37,913	37,770		\$8,042	8,012	\$682	1,229	\$45,273	44,553
81		0		2		(7)		90		434	\$42,126	39,076		\$8,936	8,289	\$758	237	\$50,303	47,128
90		0		6		9		87		477	\$40,721	41,485		\$8,638	8,800	\$733	665	\$48,626	49,620
87		0		4		(1)		92		448	\$43,062	41,247		\$9,134	8,749	\$775	814	\$51,421	49,183
92		3		3		(2)		94		446	\$43,998	41,945		\$9,333	8,897	\$792	814	\$52,539	50,028
94		3		6		8		89		459	\$41,658	40,888		\$8,836	8,673	\$750	957	\$49,744	48,604
89		0		2		2		89		430	\$41,658	38,308		\$8,836	8,126	\$750	1,073	\$49,744	45,361
89		0		3		(2)		94		484	\$43,998	45,537		\$9,333	9,659	\$792	1,245	\$52,539	53,951
94		3		1		2		90		490	\$42,126	44,126		\$8,936	9,360	\$758	1,421	\$50,303	52,065
90		3		9		1		95		513	\$44,466	48,735		\$9,432	10,338	\$800	693	\$53,098	58,380
										\$505,040	\$ 505,104	\$ 107,130	\$ 107,143	\$9,091	11,422	\$ 603,078	\$ 600,826		

Foster Bridge

- ▶ Method used
 - ▶ Running totals of current usage
 - ▶ Snapshot view
- ▶ Reports used
 - ▶ Revenue and Expense Report (Accounting Software)
 - ▶ Provider Payment by Payment Date -Detail (CC3)

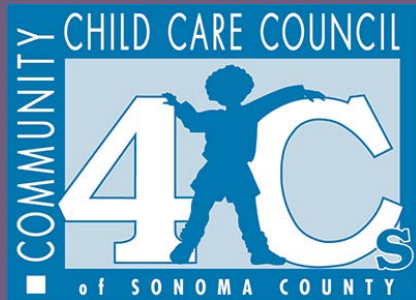
Foster Bridge

July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	
\$ 777	\$ 777											\$ 1,554	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
\$ -	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135	\$ 135						\$ 810	
\$ -	\$ -											\$ -	
\$ -	\$ -	\$ -										\$ -	
\$ -	\$ -	\$ -										\$ -	
\$ 600	\$ 600	\$ 600	\$ 600									\$ 2,400	
\$ 680	\$ 680	\$ 680	\$ 680									\$ 2,720	
\$ 502	\$ 502	\$ 502	\$ 502									\$ 2,008	
\$ 488	\$ 488	\$ 488	\$ 488	\$ 488								\$ 2,440	
\$ 488	\$ 488	\$ 488	\$ 488	\$ 488								\$ 2,440	
\$ 442	\$ 442	\$ 442	\$ 442	\$ 442								\$ 2,210	
\$ 170	\$ 170	\$ 170	\$ 170	\$ 170	\$ 170							\$ 1,020	
\$ 170	\$ 170	\$ 170	\$ 170	\$ 170	\$ 170							\$ 1,020	
\$ 170	\$ 170	\$ 170	\$ 170	\$ 170	\$ 170							\$ 1,020	
\$ 4,487	\$ 4,622	\$ 3,845	\$ 3,845	\$ 2,063	\$ 645	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,642	\$ 19,642
												\$ 51,581	Max
												\$ 31,939	Remainder

Thank You!

Projecting Contract Earnings Alternative Payment Program

Michelle M. Ruggles, Accounting Manager





Intention:

To maximize funding

How:

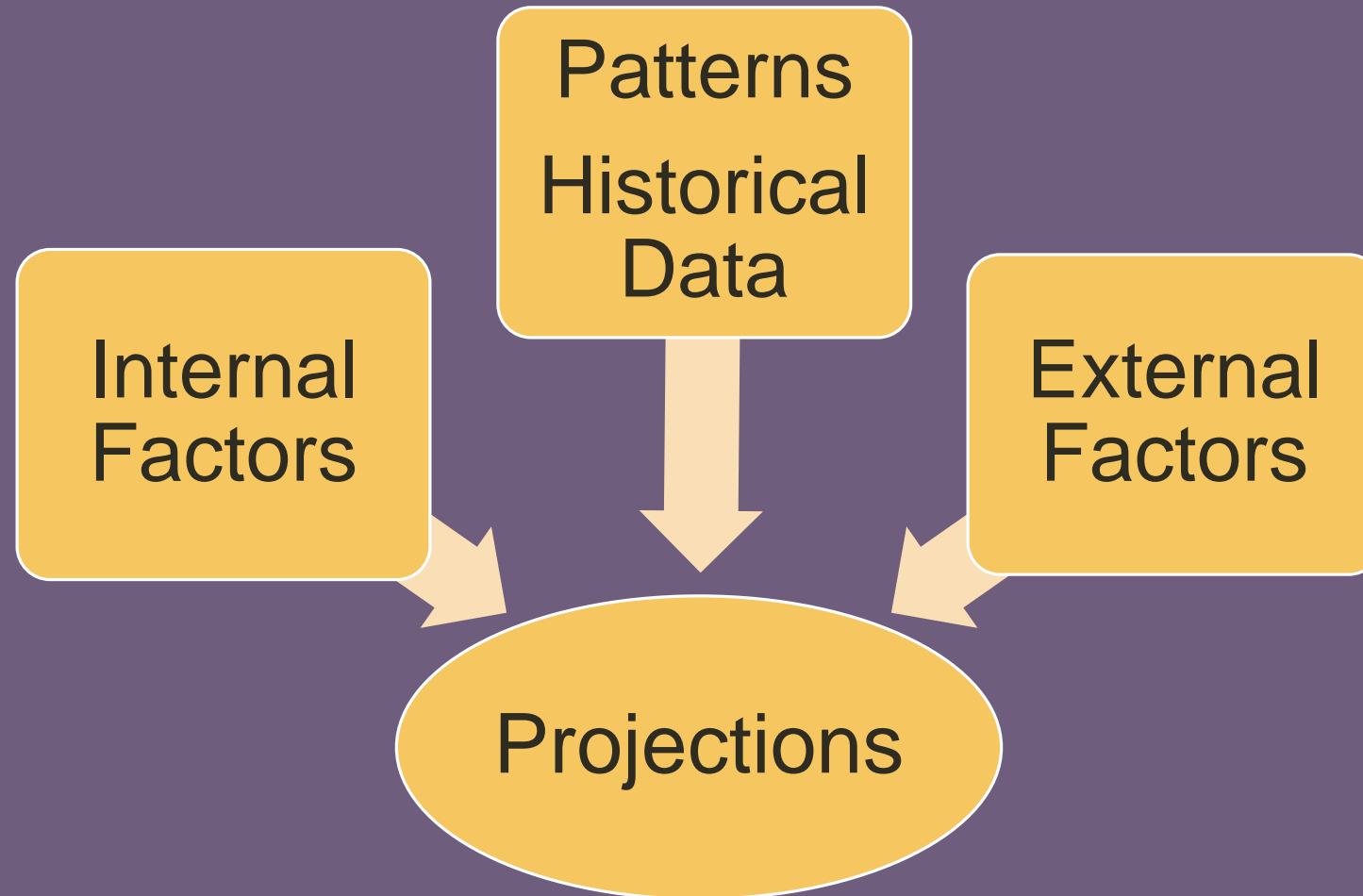
Navigating through the wealth of data from previous years, collecting data from current year, and projecting earnings under the current budget climate

Why:

To provide access to high quality child care to children in our community



CONSIDERATIONS



ESSENTIAL DETAILS

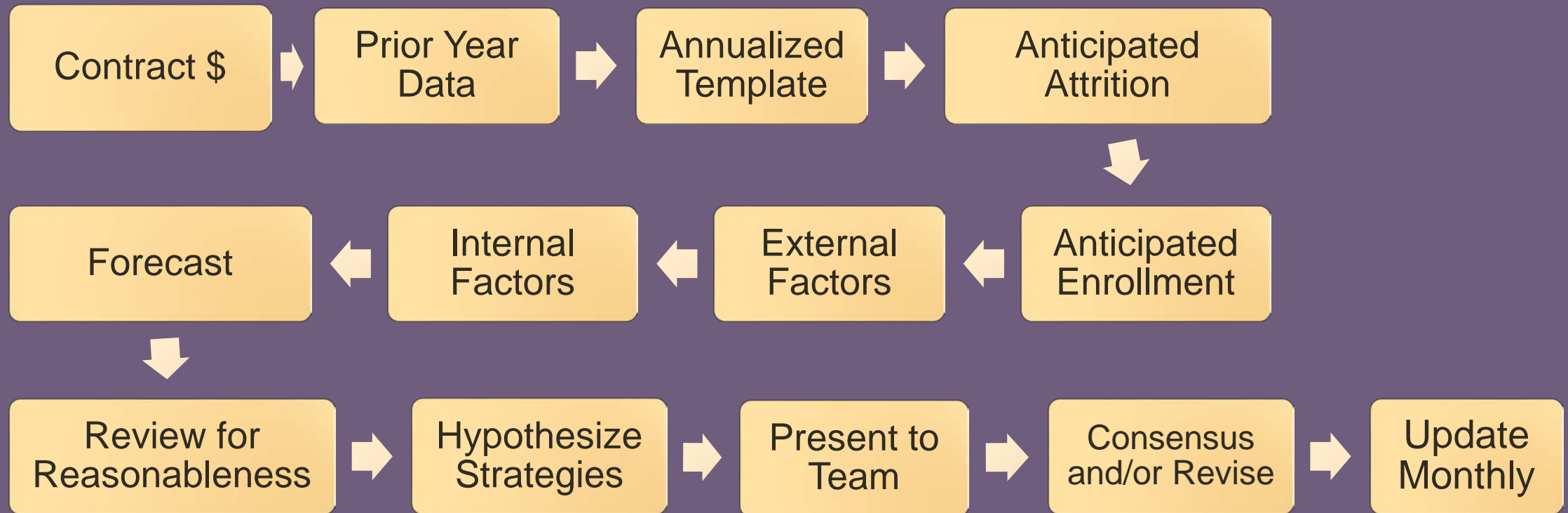
Attrition Rates

Participation/Utilization Rates

Family Fees

Average Cost of Care

DATA STREAM



CAPP YEAR OVER YEAR VARIANCE

Voucher Date	Enrolled w/Schedule	Provider Payments	Family Fee \$\$	Combined Total	Total Months of Service	Avg Cost of Care	Utilization Rate
Total FY17.18		2,016,039	71,390	2,087,429		626.94	0.9375
Jan-19	361	210,438	7,227	217,665	330	659.59	0.9141
Feb-19	424	220,966	8,477	229,443	370	620.12	0.8726
Mar-19	445	249,261	7,165	256,426	403	636.29	0.9056
Apr-19	502	283,720	7,940	291,660	439	664.37	0.8745
May-19	501	319,364	8,532	327,896	468	700.63	0.9341
Jun-19	505	327,029	7,870	334,899	478	700.63	0.9465
Total FY18.19		2,733,423	86,993	2,820,415		663.64	0.8982
↑↓ 24 Months	53%	36%	22%	35%		6%	-4%
↑↓ 18 Months						3%	-3%

CAPP MULTI-YEAR CONTRACT

FY 2018.2019	JULY	APR	MAY	JUNE	TOTALS	Earnings and Budget Data		
Beginning Caseload	330							
Attrition		-1	-1	-5	-30	Rollover \$ FY17.18		110,131
Suspension of Services	4	-10	-8	-1	-33	Contract \$ FY18.19		4,829,711
Newly Enrolled Children		68	8		234	Bank \$ FY19.20		(1,602,891)
Caseload w/Schedules	334	512	511	505		Provider Payment Budget		2,772,257
Participation	83%	89%	89%	88%	89%	Projected Family Fees		86,237
Funded Cases	277	439	468	490		Family Fees @ 82.5%		71,145
Average Cost of Care	783	664	701	701	664	Original + Earned Fees		2,843,403
						(Under)/Over		(14,580)
Funding Usage	216,794	291,658	327,895	343,309	2,828,823	Percentage Difference		-0.52%

CALWORKS STAGE 2 STAGE 3

Stage
2

County
Transfers

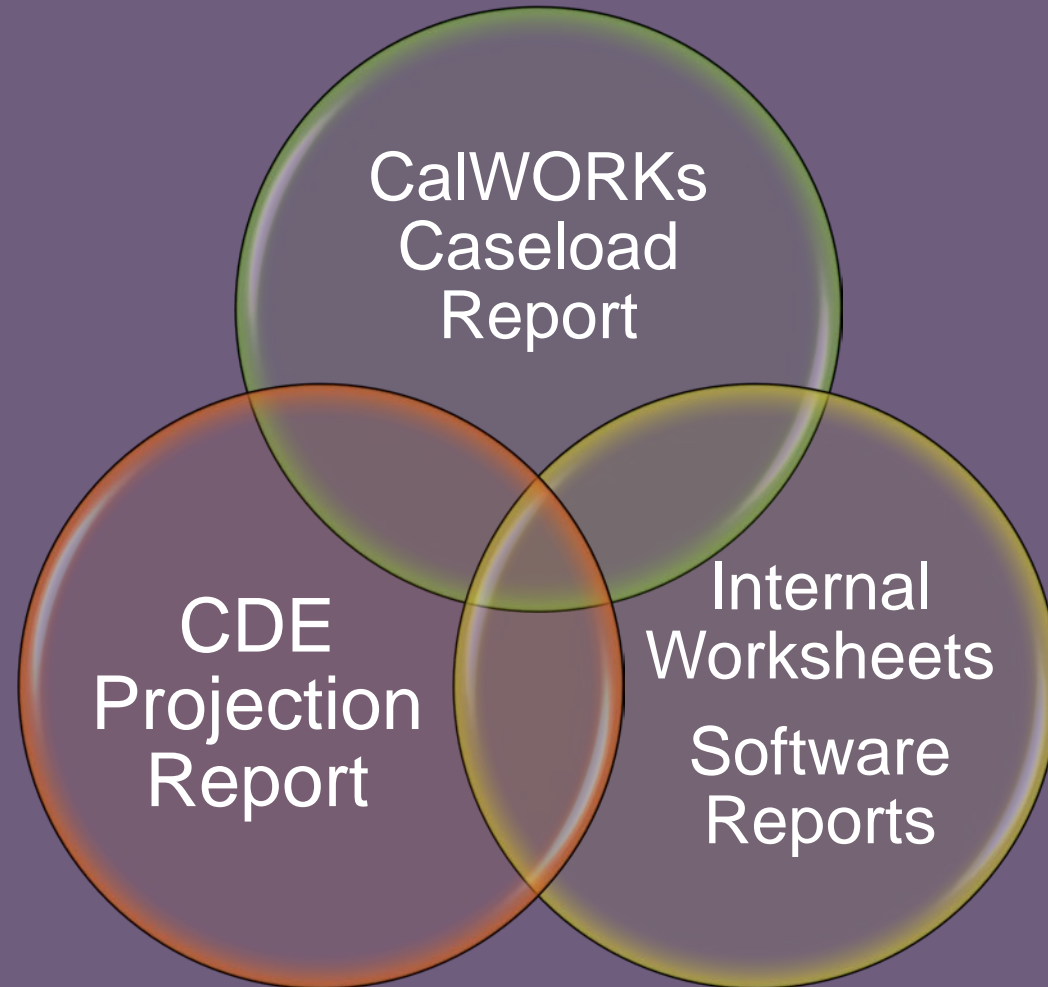
Time Outs

Stage
3

Stage 2
Transfers

Contract
Augmentation

COMPARISON TOOLS



PROJECTIONS INFLUENCE

Advocacy Efforts

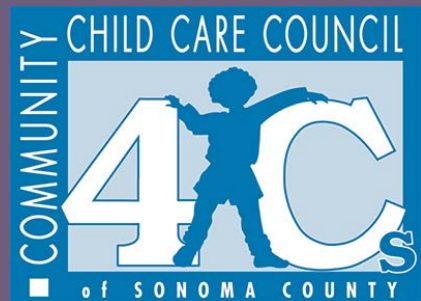
Decision Making

Staff Resources

Community Support



THANK YOU





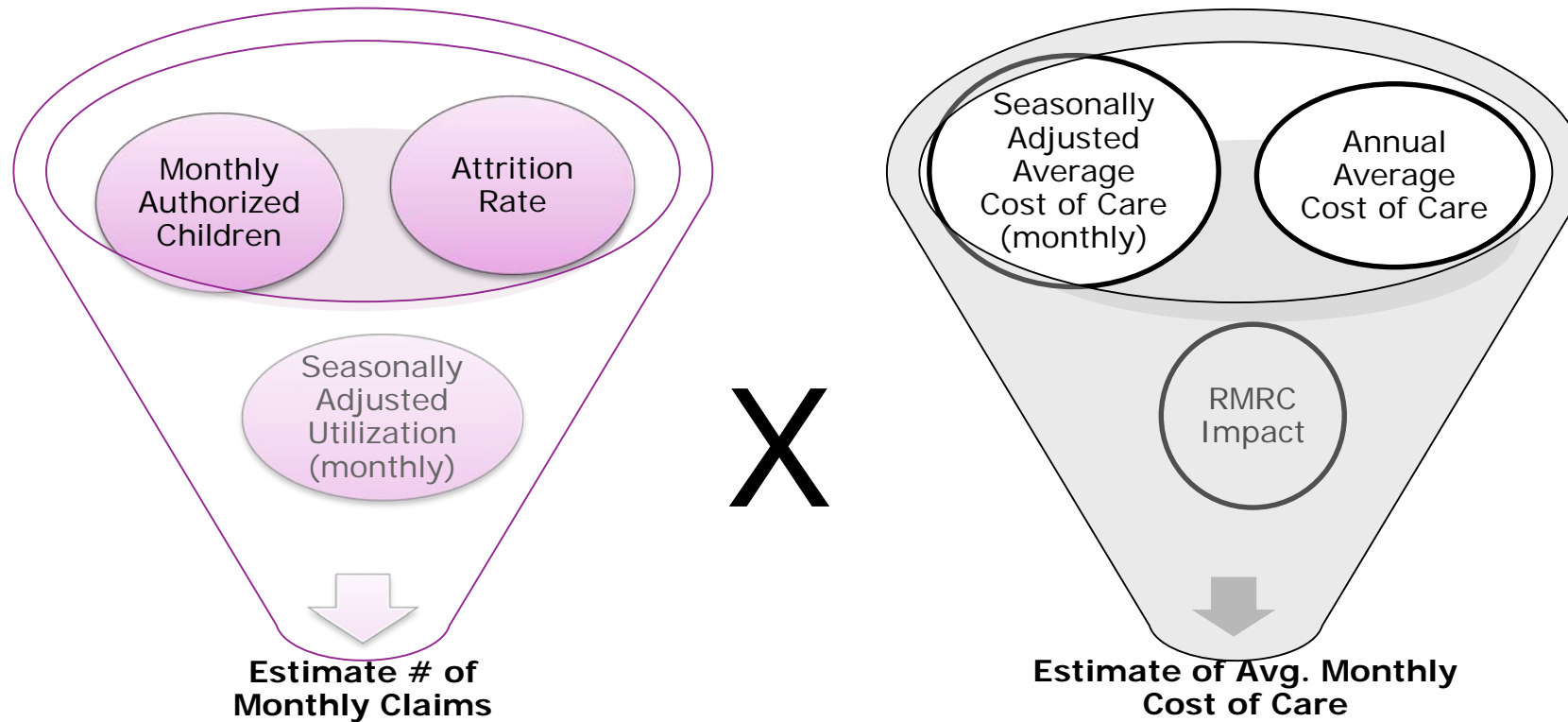
FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

The Art and Science of Forecasting AP Child Care Provider Payments

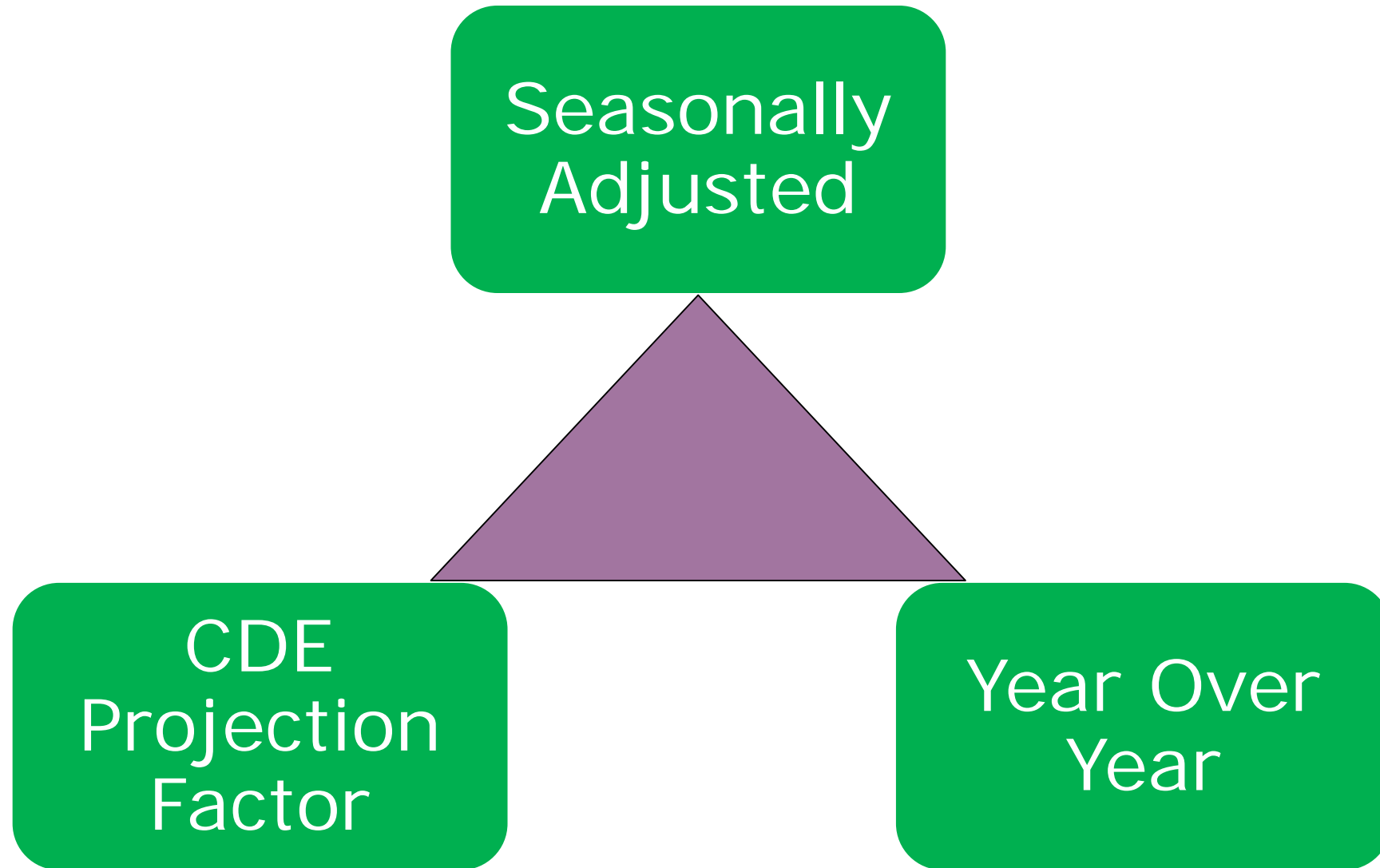
Sean Tubridy, CRS Director of Finance

YMCA CHILDCARE RESOURCE SERVICE

Under the Hood of a Payment Model



Three Models Aiming Towards One Target



Projecting Payments: Fine Tuning Your Model

FY1617*					% Variance w/ Year End Actual		
Program	Aug-16	Dec-16	Mar-17	Actual	August	December	March
CAPP	NA	\$ 9,491,516	\$ 9,088,713	\$ 9,139,927	NA	-3.7%	0.6%
C2AP	NA	\$ 20,205,288	\$ 20,286,264	\$ 20,623,722	NA	2.1%	1.7%
C3AP	NA	\$ 6,265,839	\$ 6,379,210	\$ 6,433,678	NA	2.7%	0.9%
Total		\$ 35,962,643	\$ 35,754,187	\$ 36,197,328		0.7%	1.2%

FY1718**					% Variance w/ Year End Actual		
Program	Aug-17	Dec-17	Mar-18	Actual	August	December	March
CAPP	\$ 10,509,267	\$ 10,179,801	\$ 10,378,509	\$ 10,094,852	-3.9%	-0.8%	-2.7%
C2AP	\$ 22,031,407	\$ 22,911,192	\$ 23,960,511	\$ 24,517,122	11.3%	7.0%	2.3%
C3AP	\$ 7,311,521	\$ 7,940,901	\$ 8,227,352	\$ 8,434,487	15.4%	6.2%	2.5%
	\$ 39,852,195	\$ 41,031,894	\$ 42,566,372	\$ 43,046,461	8.0%	4.9%	1.1%

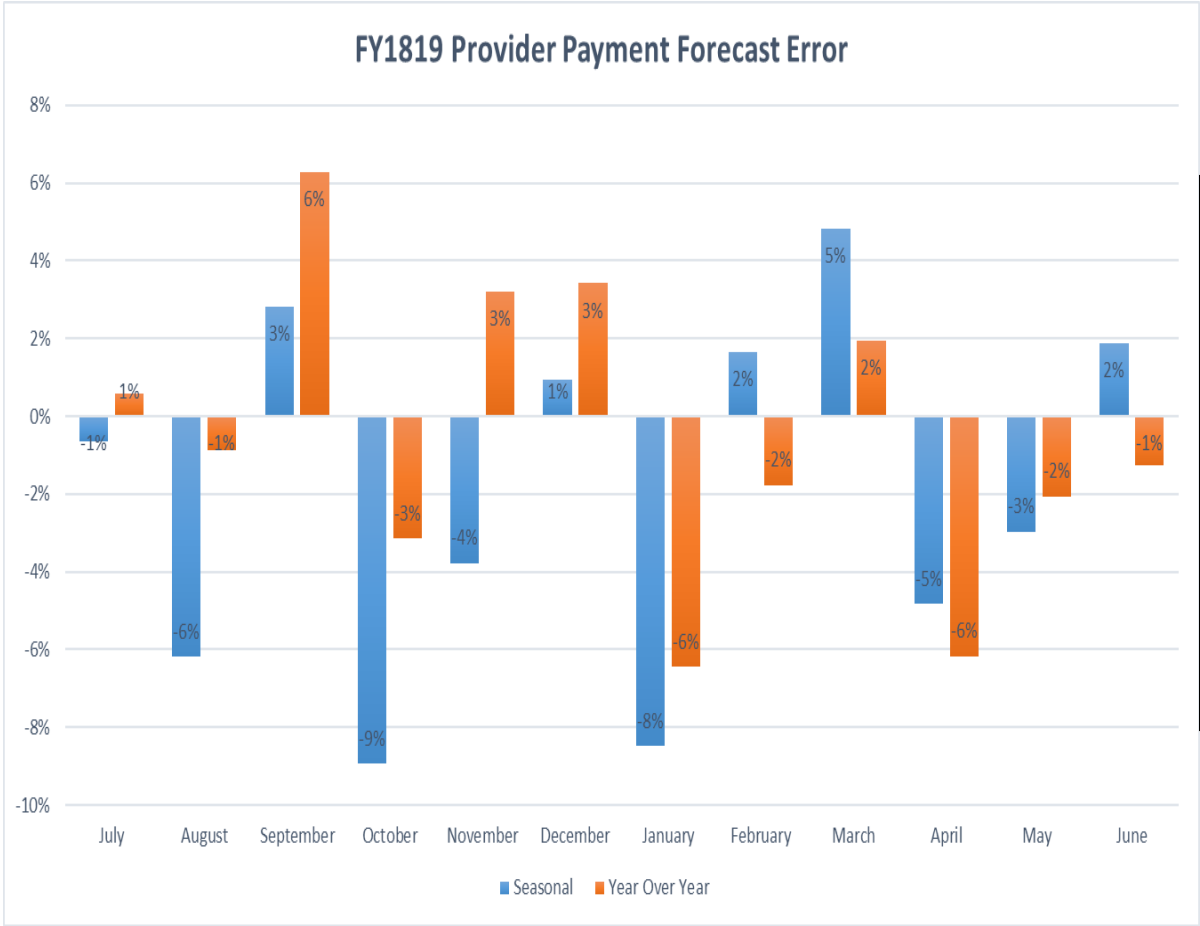
FY1819***					% Variance w/ Year End Actual		
Program	Aug-18	Dec-18	Mar-19	Actual	August	December	March
CAPP	\$ 9,795,251	\$ 10,726,906	\$ 10,935,078	\$ 11,033,680	12.6%	2.9%	0.9%
C2AP	\$ 27,785,441	\$ 28,929,291	\$ 28,819,016	\$ 29,758,493	7.1%	2.9%	3.3%
C3AP	\$ 11,779,740	\$ 12,107,011	\$ 12,118,038	\$ 11,968,662	1.6%	-1.1%	-1.2%
	\$ 49,360,432	\$ 51,763,208	\$ 51,872,132	\$ 52,760,835	6.9%	1.9%	1.7%

**Limited RMRC Increase in January of 2017*

***12 Month Eligibility, Increased SMI, broader RMRC increase in January of 2018, Revised Family Fee Schedule*

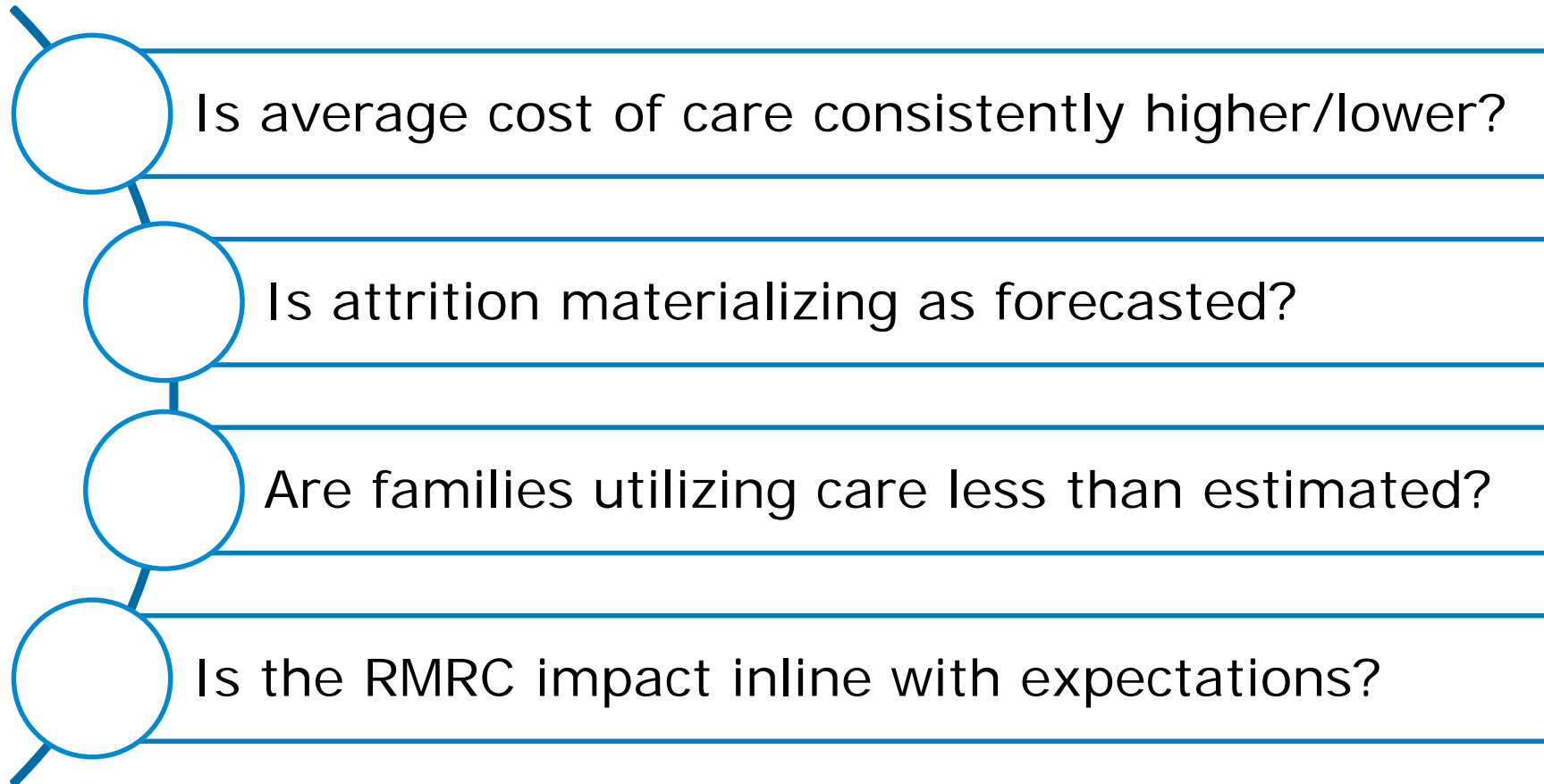
****Full year of RMRC impact. Lower Stage 1 Transfers for C2AP, continued growth in C3AP due to 600 transfers from C2AP and lower attrition due to 12 month/85% SMI and \$5M Augmentation in CAPP Funds*

Models More Guidepost Than Crystal Ball



Month	Seasonal	Year Over Year
July	-5.6%	-4.5%
August	-7.0%	-1.3%
September	3.7%	7.3%
October	-6.1%	-0.4%
November	-5.1%	1.8%
December	1.6%	4.0%
January	-6.0%	-3.7%
February	2.6%	-0.7%
March	5.3%	2.8%
April	-3.3%	-4.2%
May	-2.3%	-1.8%
June	5.0%	1.6%
Average	-1.4%	0.1%
Average (Absolute)	4.5%	2.9%
Standard Deviation	4.7%	3.6%

Unexplained Variances? Ask the following



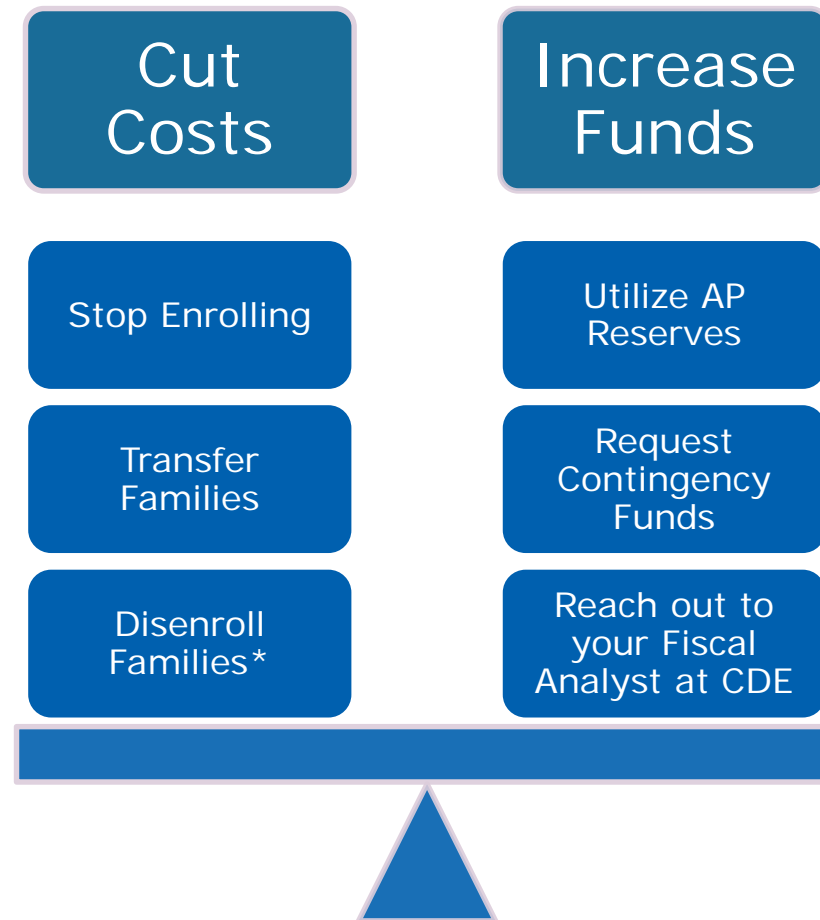
CAPP Model

RMRC Impact								100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Seasonal Model	Authorized	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Authorizations	1,203	1,203	1,185	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	
Utilization		94.00%	94.00%	90.00%	89.00%	94.00%	93.00%	92.00%	91.00%	94.00%	92.00%	90.00%	94.00%	
Claimed		1,131	1,114	1,058	1,046	1,105	1,093	1,081	1,069	1,105	1,081	1,058	1,105	
Seasonal Adjustment		107%	100%	96%	98%	94%	98%	97%	94%	101%	98%	104%	107%	
Average Cosf of Care	\$ 752.00	\$ 804.57	\$ 755.67	\$ 723.53	\$ 737.24	\$ 709.01	\$ 739.35	\$ 731.80	\$ 708.57	\$ 763.28	\$ 735.25	\$ 784.07	\$ 805.99	
Provider Payment		\$ 909,819	\$ 841,738	\$ 765,133	\$ 770,966	\$ 783,102	\$ 807,920	\$ 791,073	\$ 757,638	\$ 843,040	\$ 794,804	\$ 829,154	\$ 890,211	\$ 9,784,596
Year over Year Model		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY1718 Avg. Cost of Care		\$ 741.05	\$ 738.56	\$ 696.76	\$ 730.86	\$ 707.84	\$ 699.84	\$ 757.63	\$ 692.81	\$ 746.55	\$ 734.67	\$ 772.64	\$ 754.70	
Estimate of FY1819 Monthly Cost (YoY)		\$ 806.26	\$ 803.55	\$ 758.07	\$ 795.18	\$ 770.13	\$ 761.43	\$ 757.63	\$ 692.81	\$ 746.55	\$ 734.67	\$ 772.64	\$ 754.70	
YoY Model Estimate of Monthly Cost		\$ 911,738	\$ 895,078	\$ 801,664	\$ 831,555	\$ 850,608	\$ 832,048	\$ 818,998	\$ 740,787	\$ 824,564	\$ 794,178	\$ 817,067	\$ 833,566	\$ 9,951,852

- **Key Considerations**

- Funding Constrained, bias model higher to be conservative
- Multi-year contracts and mid-year augmentations
- Target “Optimal” Enrolled level and seek to fill slots at rate of attrition once reached taking into account impact of 12 Month/Eligibility on attrition rates
- Track Family Fees as % of Overall Provider Payments
- Impact on Foster Bridge Voucher Spending

What to Do if CAPP Is Projected Overspent?



*If not prohibited by CDE guidance

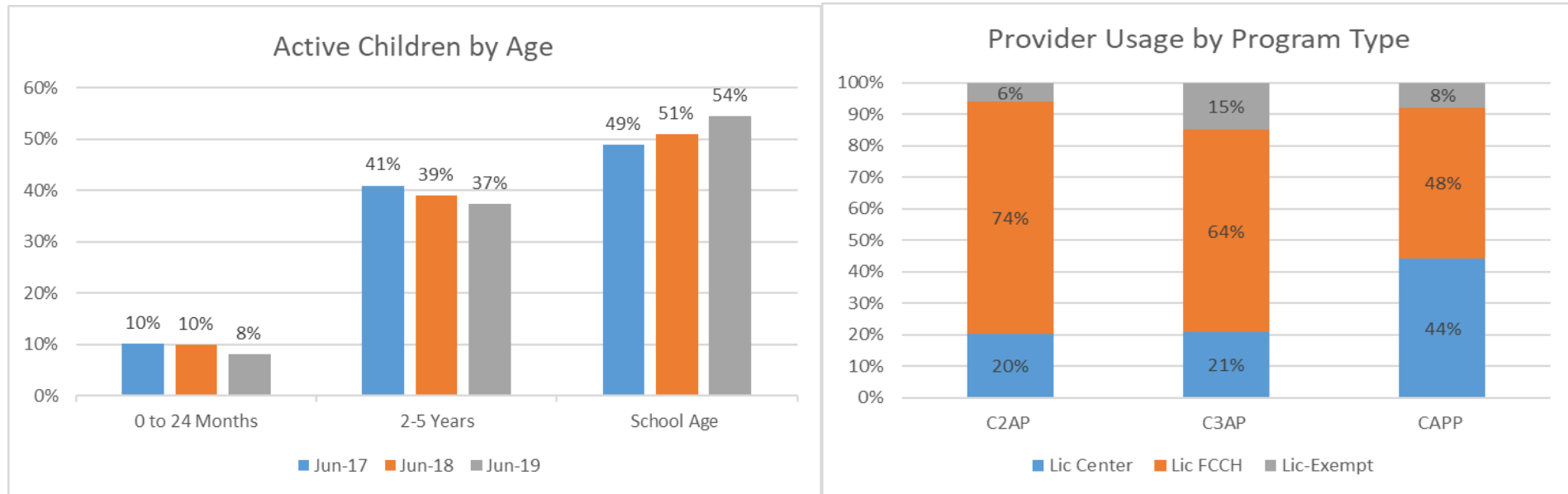
C2AP/C3AP Model

RMRC								100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Seasonal Model	Authorized	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Authorizations	3,718	3,718	3,702	3,667	3,634	3,583	3,541	3,513	3,484	3,454	3,398	3,355	3,324	
Transfer In Stage 1/CEL C2 Eligible		108	108	108	108	108	108	108	108	108	108	108	108	
Time Outs		(31)	(50)	(50)	(68)	(60)	(48)	(49)	(51)	(78)	(66)	(55)	(68)	
Attrition/Age Out		(93)	(93)	(92)	(91)	(90)	(89)	(88)	(87)	(86)	(85)	(84)	(83)	
Authorizations (Net)	3,718	3,702	3,667	3,634	3,583	3,541	3,513	3,484	3,454	3,398	3,355	3,324	3,281	
Utilization		94%	93%	91%	91%	94%	94%	92%	94%	94%	94%	93%	89%	
Claimed		3,480	3,411	3,307	3,260	3,329	3,302	3,205	3,247	3,194	3,153	3,091	2,920	
Seasonal Adjustment		104%	95%	97%	100%	98%	96%	95%	96%	105%	103%	106%	103%	
Average Cosf of Care	\$ 695.20	\$ 722.74	\$ 662.91	\$ 674.86	\$ 691.93	\$ 678.81	\$ 666.14	\$ 659.61	\$ 670.83	\$ 733.24	\$ 715.45	\$ 739.36	\$ 716.71	
Provider Payment		\$ 2,515,091	\$ 2,261,028	\$ 2,231,618	\$ 2,256,044	\$ 2,259,696	\$ 2,199,650	\$ 2,114,252	\$ 2,177,975	\$ 2,341,779	\$ 2,256,088	\$ 2,285,441	\$ 2,092,653	\$ 26,991,316
Year over Year Model		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY1718 Avg. Cost of Care		\$ 669	\$ 634	\$ 639	\$ 669	\$ 671	\$ 627	\$ 670	\$ 648	\$ 706	\$ 701	\$ 752	\$ 701	
Estimate of FY1819 Monthly Cost (YoY)		\$ 732.19	\$ 693.98	\$ 698.65	\$ 732.30	\$ 733.53	\$ 685.96	\$ 670	\$ 648	\$ 706	\$ 701	\$ 752	\$ 701	
YoY Model Estimate of Monthly Cost		\$ 2,547,976	\$ 2,367,005	\$ 2,310,275	\$ 2,387,669	\$ 2,441,844	\$ 2,265,098	\$ 2,147,688	\$ 2,102,302	\$ 2,254,359	\$ 2,211,772	\$ 2,324,303	\$ 2,045,765	\$ 27,406,056

- **Key Considerations**
 - Entitlement, bias model lower to be conservative
 - Incorporate Time Outs (End of 24 Month Eligibility)
 - Review Attrition Rates
 - Talk to your Stage 1 partner to ensure that you have a good view into the current transfer caseload

Other Considerations

- Model Decay: What once worked may cease to work, or work less well, under new conditions
- Seasonal Adjustments are hard to capture with frequent RMRC changes
- Secular Trends: fertility rates, provider choice, and changing composition of existing families served may exert more influence on average cost than seasonality



Reports Utilized

Report Name in CC3	Description	Used For
<u>Claiming Provider By Type</u>	Breakdown of Claims by Provider Type and Program	Analyzing changes in composition of provider type usage over time
<u>Monthly Average Cost Per Child</u>	Average cost of care by service month, by fiscal year	To compile Seasonal Adjusted Cost of care and Year over Year figures for Forecasted Annual Average Cost of Care Estimate
<u>Monthly Actual Active Children by Action Summary</u>	Lists Children Authorized for care, claiming care, terminated, and enrolled by month	Determining current enrollment, attrition rates, and average monthly utilization
<u>Payment Breakdown Claim Count by Funding Source</u>	Shows provider payments paid in given month by program (Month paid, not service month)	Determine Family Fees as a percentage of overall provider payments
<u>CalWorks Caseload Report to CDE</u>	Populates data for CDE Caseload report	Monthly reporting of provider payments paid and children served, as well as data for C2AP children reaching end of 24 month eligibility and expected transfers into C3AP
<u>801A</u>	Monthly Child Care Population Report	Comparing the composition of RMRC Age categories by program over time

THANK YOU

