

MASTER DATA LOOK-UP TABLE		
Benchmark Salaries		Source
LSW/Care Manager (124-132)	\$ 42,453	Original Salary rebased with compounded CAFs
Registered Nurses	\$ 57,855	Original Salary rebased with compounded CAFs
Supervisory Professionals (104)	\$ 60,609	Original Salary rebased with compounded CAFs
Client Services Mgr/Dir. (101)	\$ 89,564	Original Salary rebased with compounded CAFs
Program/Sec Clerical Staff	\$ 33,327	Original Salary rebased with compounded CAFs
Benchmark FTEs		
LSW/Care Manager (124-132)	50.32	Average from FY10 UFR data (41 to 1 caseload)
Registered Nurses	16.77	Average from FY10 UFR data (1 to 3 Case Managers)
Supervisory Professionals (104)	8.39	Average from FY10 UFR data (1 to 8 Care Mgr plus RN)
Client Services Mgr/Dir. (101)	1.34	Average from FY10 UFR data (.103 per site)
Program/Sec Clerical Staff	3.87	Average from FY10 UFR data (.3 per site)
Benchmark Expenses		
Tax & Fringe	28.30%	Median from FY10 UFR data
Total Occupancy	\$ 185,351	Original Expense rebased with compounded CAFs
Total Other Expenses*	\$ 629,823	Original Expense rebased with compounded CAFs
Admin Allocation	4.26%	Average from FY10 UFR data
FY16 Rate Review CAF	2.51%	Base 2017 Q4 - Prospective 1/1/18-12/31/19
<p>*Note: Total Other Expense Includes: Care/Program Support, Direct Care Consultant, Temporary Help, Clients/Caregivers Reimb/Stipends, Subcontract Direct Care, Staff Training, Staff Mileage/Travel, Meals, Contracted Client Transportation, Vehicle Expenses, Vehicle Depreciation, Incidental Health/Medical Care, Client Personal Allowances, Provision of Material Goods, Direct Client Wages, Other Commercial Products and Services, and Program Supplies/Materials.</p>		

8060 ECOP			
Position	Salary	Units Total FTE	25,789 Expense
LSW/Care Manager	\$ 42,453	50.32	\$ 2,136,243
Registered Nurse	\$ 57,855	16.77	\$ 970,423
Supervising Professional	\$ 60,609	8.39	\$ 508,308
Client Services Mgr/Dir	\$ 89,564	1.34	\$ 119,926
Program/Sec Clerical	\$ 33,327	3.87	\$ 129,108
Total Program Staff		80.69	\$ 3,864,008
Tax and Fringe	28.30%		\$ 1,093,456
Total Compensation			\$ 4,957,465
Total Occupancy			\$ 185,351
Total Other Expenses			\$ 629,823
Total Excl M & G			\$ 5,772,639
Admin. Allocation	4.26%		\$ 245,857
Total Program Expenses			\$ 6,018,496
CAF	2.51%		\$ 150,847
Total			\$ 6,169,343
Unit Rate			\$ 239.22

Master Data Look-up Table - Basic Home Care Case Management - 8014		
Benchmark Salaries		Rebased
LSW/Care Manager (124-132)	\$42,453	Original Salary rebased with compounded CAFs
Registered Nurses	\$57,855	Original Salary rebased with compounded CAFs
Supervisory Professionals	\$60,609	Original Salary rebased with compounded CAFs
Client Services Mgr/Dir.	\$89,564	Original Salary rebased with compounded CAFs
Program/Sec Clerical Staff	\$33,327	Original Salary rebased with compounded CAFs
Benchmark FTEs		
LSW/Care Manager (124-132)	450.36	Total from FY11 UFR data (70 to 1 caseload)
Registered Nurses	62.12	Total from FY11 UFR data (1 RN to 7 Care Managers)
Supervisory Professionals	42.71	Total from FY11UFR data (1 to 12 RN plus Care Managers)
Client Services Mgr/Dir.	7.36	Total from FY11 UFR data (.3 per site)
Program/Sec Clerical Staff	44.20	Total from FY11 UFR data (1.7 per site)
Benchmark Expenses		
Tax & Fringe	28.30%	Median from FY10 UFR data
Occupancy	\$1,801,224	Original Expense rebased with compounded CAFs
Total Other Expense*	\$1,366,165	Original Expense rebased with compounded CAFs
Total Direct Admin Expense	\$1,544,625	Original Expense rebased with compounded CAFs
Admin Allocation	24.17%	Average from FY10 UFR data
FY18 Rate Review CAF	2.51%	Base 2017 Q4 - Prospective 1/1/18 - 12/31/19

***Note: Total Other Expense Includes:**
Care/Program Support, Direct Care Consultant, Temporary Help, Clients/Caregivers Reimb/Stipends, Subcontract Direct Care, Staff Training, Staff Mileage/Travel, Meals, Contracted Client Transportation, Vehicle Expenses, Vehicle Depreciation, Incidental Health/Medical Care, Client Personal Allowances, Provision of Material Goods, Direct Client Wages, Other Commercial Products and Services, and Program Supplies/Materials.

8014 - Basic Home Care Case Management Model				
			Total Units	379,382
	Total FTE	Salary	Expense	Per Unit
LSW/Care Manager (124-132)	450.36	\$42,453	\$19,119,143	\$50.40
Registered Nurses	62.12	\$57,855	\$3,593,869	\$9.47
Supervisory Professionals	42.71	\$60,609	\$2,588,395	\$6.82
Client Services Mgr/Dir.	7.36	\$89,564	\$659,012	\$1.74
Program/Sec Clerical Staff	44.20	\$33,327	\$1,473,041	\$3.88
Total Staffing	606.74		\$27,433,459	\$72.31
Tax & Fringe			28.30%	\$7,763,258
Total Direct Care Program Staff				\$35,196,717
Total Occupancy			\$1,801,224	\$4.75
Total Other Expense			\$1,366,165	\$3.60
Total Direct Admin			\$1,544,625	\$4.07
SUBTOTAL PROGRAM COSTS			\$39,908,731	\$105.19
Admin Allocation			24.17%	\$9,645,940
PROGRAM TOTAL			\$49,554,671	
Unit Rate				\$130.62
FY18 Rate Review CAF			2.51%	\$134.74

Supportive Housing Master Data Look-up Table		
	Salary	FTE
Service Coordinator	\$43,806	0.50
Non-Specialized Direct Care Staffing	\$27,379	2.40
On Call Staffing	\$4,381	1.80
Taxes & Fringe		27.18%
Other Program Exp. (Social Activities)		\$2,190
Occupancy Costs		\$2,190
Admin. Alloc. (M & G)		11.98%
CAF - Base 2017 Q4-prospective 1/1/18-12/31/19		2.51%

Elder Affairs Program Hours	Hrs/wk	FTEs
Service Coordinator	20	1
Direct Care Shift 7am-3pm	56	1
Direct Care Shift 3pm-11pm Weekdays	40	1
Direct Care On-call shift 3pm-11pm weeken	16	0
Direct Care On-call shift 11pm-7am	56	1
Total Direct Care Staffing Hours	168	4.70

8015 - Supportive Housing Model Budget			
Service unit Position	Per Month Salary	Total Months FTE	12 Expense
Service Coordinator	\$43,806	0.50	\$21,903
Non-Specialized Direct Care Staffing	\$27,379	2.40	\$65,709
On Call Staffing	\$4,381	1.80	\$7,885
Sub-total Direct Care Staff		4.70	\$95,496
Taxes & Fringe	27.18%		\$25,956
Total Staffing Costs			\$121,452
Other Program Exp. (Social Activities)			\$2,190
Total Reimbursable Exp. Excl. Admin.			\$123,643
Admin. Alloc. (M & G)	11.98%		\$14,810
Occupancy Costs			\$2,190
Total			\$140,643
FY18 Rate Review CAF	2.51%		\$3,525
TOTAL			\$144,168
Monthly Rate			\$12,014

8042 - Protective Services Rate Recommendation

Version 1 Calculated Rate (no CAF)	CAF					Rate Using 60th Percentile Rate (closest to target)	Recommended Rate using 60th Percentile (incl CAF)
\$402.39	6.14%					\$346.19	\$367.44

Option 2	Wtd Avg of 60th Percentile Rate Using Bucket Method	Rate is Higher Than Target by %	60th Percentile Rate w CAF
	\$346.19		\$367.44
CAF (Spring 2015)		3.18%	
New Unit Rate			\$379.13
FY18 Rate Review CAF	2.51%		\$388.63

Congregate Housing - 8017

Provider	FY09 Total Reimbursable Expense	FY09 units	Avg Monthly cost per rm per mo
Greater Springfield Senior Services, Inc.	\$80,868	34	\$198.21
Elder Services of Berkshire County, Inc.	\$28,784	12	\$199.89
Franklin County Home Care	\$76,809	37	\$172.99
Elder Services of the Merrimack Valley, Inc.	\$88,388	50	\$147.31
Elder Services of Worcester Area, Inc.	\$54,070	28	\$160.92
Old Colony Elderly Services, Inc.	\$119,654	43	\$231.89
Westmass Eldercare, Inc.	\$61,910	27	\$191.08
Montachusett Home Care Corporation	\$89,901	39	\$192.10
Tri-Valley, Inc.	\$44,941	18	\$208.06
North Shore Elder Services, Inc.	\$57,451	26	\$184.14
Springwell Inc.	\$71,185	30	\$197.74
Baypath	\$196,963	86	\$190.86
Coastline Elderly Services, Inc.	\$31,248	17	\$153.18
Total	\$1,002,172	447	
Straight Average/month			\$186.80
Weighted average/month			\$186.83
Current payment per unit (room) per month			\$180.75
CAF (Fall 2011)	6.77%		\$199.45
CAF (Spring 2015)	3.18%		\$205.79
FY18 Rate Review CAF	2.51%		\$ 210.95

Master Data Look-Up Table		
Benchmark Salaries		Source
Coordinator	\$35,180	Original Salary rebased with FY16 CAF
Monitor	\$27,895	Original Salary rebased with FY16 CAF
Benchmark FTEs		
Coordinator	0.50	Purchaser Recommendation
Monitor	0.20	Purchaser Recommendation
Benchmark Expenses		
Tax & Fringe	20.80%	Average from FY14 UFR Data
Travel (Per FTE)	\$1,221	Original Expense rebased with FY16 CAF
Occupancy (Per FTE)	\$2,556	Original Expense rebased with FY16 CAF
Program Supplies (Per FTE)	\$919	Original Expense rebased with FY16 CAF
Admin Allocation	18.86%	Average from FY14 UFR Data
FY18 Rate Review CAF	2.51%	Base 2017Q4 - Prospective 1/1/18 - 12/31/19

Money Management 8005 - Up to 50 Clients			
Clients per month			50
Position	Salary	FTE	Expense
Coordinator	\$35,180	0.50	\$17,590
Monitor	\$27,895	0.20	\$5,579
Total Program Staff		0.70	\$23,169
Tax & fringe:	20.80%		\$4,819
Total Compensation			\$27,988
Travel (Per FTE)			\$ 855
Occupancy (Per FTE)			\$ 1,790
Program Supplies (Per FTE)			\$ 643
Total Reimb Excl M & G			\$31,276
Admin. Allocation	18.86%		\$5,898
TOTAL			\$37,173
CAF	2.51%		\$38,105
Monthly Rate			\$63.51

Master Data Look-up Table		
Benchmark Salary	Source	
Management	\$86,029	Weighted Average from FY17 Contract Data
Service Specialist Blend	\$48,237	Straight Average from FY17 Contract Data (LICSW, Case Wrk/Mgr, DC Spvsr)
Support	\$38,896	Straight Average from FY17 Contract Data
Benchmark FTEs		
Management	0.39	Ratio From FY17 Contract Data
Service Specialist Blend	1.72	Ratio From FY17 Contract Data
Support	0.55	Ratio From FY17 Contract Data
Capacity		
Clients per Month	34	Straight Average from FY17 Contract Data
Benchmark Expenses		
Tax & Fringe	24.94%	85th percentile from FY17 Contract Data
Occupancy (Per FTE)	\$2,886	Weighted Average from FY17 Contract Data
Staff Training (Per FTE)	\$387	Weighted Average from FY17 Contract Data
Staff Mileage (Per FTE)	\$1,984	Weighted Average from FY17 Contract Data
Base Legal Allowance (Per Client)	\$500	Purchaser Recommendation
Admin. Allocation	14.77%	Weighted Average from FY17 Contract Data
CAF (Spring 2016)	1.61%	Base FY16 - Prospective 7/1/16 - 12/31/17
CAF (Fall 2016)	2.51%	Base FY18 Q2 - Prospective 1/1/18-12/31/19

NOTES:

- **Unit Divisor** (34 Clients per site per Month) is based on the average caseload among the 5 sites.
- **Salaries** and **Staffing patterns** are averages derived from FY17 contract data.
- **Tax & Fringe** represents the 85th percentile from FY17 contract data.
- **Occupancy** represents the weighted average from FY17 contract data and is calculated on a per FTE basis
- **Staff Training** represents the weighted average from FY17 contract data and is calculated on a per FTE basis.
- **Staff Mileage** represents the weighted average from FY17 contract data and is calculated on a per FTE basis.
- **Base Legal Allowance** is set as a minimum legal expenditure expected per client

ELD Guardianship 8010 Model Budget			
Service Unit: Per Client Per Month	Clients per Month:		34
Position	Salary	FTE	Expense
Management	\$86,029	0.39	\$33,895
Service Specialist Blend	\$48,237	1.72	\$83,161
Support	\$38,896	0.55	\$21,237
Total Program Staff		2.66	\$138,294
Tax & Fringe	24.94%		\$34,491
Total Compensation:			\$172,785
Unit Cost			
Occupancy (Per FTE)	\$2,886		\$7,689
Staff Training (Per FTE)	\$387		\$1,031
Staff Mileage (Per FTE)	\$1,984		\$5,286
Base Legal Allowance (Per Client)	\$500		\$17,000
Total Reimb Excl M & G			\$203,790
Admin. Allocation	14.77%		\$30,098
TOTAL			\$233,888
CAF	1.61%		\$237,654
Monthly Cost per Client			\$582.48
CAF	2.51%		\$239,750
Monthly Cost per Client			\$587.62

Rate effective 7/1/17 through 12/31/17

Rate effective from 1/1/18 through 12/31/19

Fall CAF Rate Effective 1/1/18

	Avg. Clients
1. Top 100	1,000
2. Top 250	2,000
3. Top 500	3,000
4. Top 1,000	4,000
5. Top 2,500	5,000
6. Top 5,000	6,000
7. Top 10,000	7,000
8. Top 25,000	8,000
9. Top 50,000	9,000
10. Top 100,000	10,000
11. Top 250,000	11,000
12. Top 500,000	12,000
13. Top 1,000,000	13,000
14. Top 2,500,000	14,000
15. Top 5,000,000	15,000
16. Top 10,000,000	16,000
17. Top 25,000,000	17,000
18. Top 50,000,000	18,000
19. Top 100,000,000	19,000
20. Top 250,000,000	20,000
21. Top 500,000,000	21,000
22. Top 1,000,000,000	22,000
23. Top 2,500,000,000	23,000
24. Top 5,000,000,000	24,000
25. Top 10,000,000,000	25,000
26. Top 25,000,000,000	26,000
27. Top 50,000,000,000	27,000
28. Top 100,000,000,000	28,000
29. Top 250,000,000,000	29,000
30. Top 500,000,000,000	30,000
31. Top 1,000,000,000,000	31,000
32. Top 2,500,000,000,000	32,000
33. Top 5,000,000,000,000	33,000
34. Top 10,000,000,000,000	34,000
35. Top 25,000,000,000,000	35,000
36. Top 50,000,000,000,000	36,000
37. Top 100,000,000,000,000	37,000
38. Top 250,000,000,000,000	38,000
39. Top 500,000,000,000,000	39,000
40. Top 1,000,000,000,000,000	40,000
41. Top 2,500,000,000,000,000	41,000
42. Top 5,000,000,000,000,000	42,000
43. Top 10,000,000,000,000,000	43,000
44. Top 25,000,000,000,000,000	44,000
45. Top 50,000,000,000,000,000	45,000
46. Top 100,000,000,000,000,000	46,000
47. Top 250,000,000,000,000,000	47,000
48. Top 500,000,000,000,000,000	48,000
49. Top 1,000,000,000,000,000,000	49,000
50. Top 2,500,000,000,000,000,000	50,000
51. Top 5,000,000,000,000,000,000	51,000
52. Top 10,000,000,000,000,000,000	52,000
53. Top 25,000,000,000,000,000,000	53,000
54. Top 50,000,000,000,000,000,000	54,000
55. Top 100,000,000,000,000,000,000	55,000
56. Top 250,000,000,000,000,000,000	56,000
57. Top 500,000,000,000,000,000,000	57,000
58. Top 1,000,000,000,000,000,000,000	58,000
59. Top 2,500,000,000,000,000,000,000	59,000
60. Top 5,000,000,000,000,000,000,000	60,000
61. Top 10,000,000,000,000,000,000,000	61,000
62. Top 25,000,000,000,000,000,000,000	62,000
63. Top 50,000,000,000,000,000,000,000	63,000
64. Top 100,000,000,000,000,000,000,000	64,000
65. Top 250,000,000,000,000,000,000,000	65,000
66. Top 500,000,000,000,000,000,000,000	66,000
67. Top 1,000,000,000,000,000,000,000,000	67,000
68. Top 2,500,000,000,000,000,000,000,000	68,000
69. Top 5,000,000,000,000,000,000,000,000	69,000
70. Top 10,000,000,000,000,000,000,000,000	70,000
71. Top 25,000,000,000,000,000,000,000,000	71,000
72. Top 50,000,000,000,000,000,000,000,000	72,000
73. Top 100,000,000,000,000,000,000,000,000	73,000
74. Top 250,000,000,000,000,000,000,000,000	74,000
75. Top 500,000,000,000,000,000,000,000,000	75,000

														Clients		Ratio						
														Total Clients	Ratio	Per Site	Total Clients	Model	Ratio			
														170		34	170	34	0.39			
														FTEs					1.72			
UFR	TITLE	FTE	Expense	Salary	FTE	Expense	Salary	FTE	Expense	Salary	FTE	Expense	Salary	FTEs						0.55		
102	Program Director	0.30	\$28,541	\$95,138	0.20	\$17,494	\$87,469	0.75	\$67,500	\$90,000				1.25	\$95,650	St.				1.72		
101	Program Manager										0.08	\$10,810	\$135,126	0.08	\$86,029	Wt.		1.97		2.66		
103	Asst. Prog. Dir.							0.64	\$45,132	\$70,519				0.64								
124	LICSW				1.00	\$46,459	\$46,459	0.74	\$57,720	\$78,000				0.74			Blend Social Wlkr,					
131	Case Worker/Mgr./M				1.00	\$46,875	\$46,875							1.00	\$48,237	St.	Case Mgr, DC Spv					
132	Case Worker/Mgr.	0.42	\$18,193	\$43,317				2.75	\$123,890	\$45,051	2.00	\$78,410	\$39,205	5.17	\$51,722	Wt.	8.62					
133	DC Supervisor	0.75	\$26,819	\$35,758							0.96	\$47,477	\$49,456	1.71								
137	Clerical Support	0.50	\$14,616	\$29,231	0.40	\$18,540	\$46,350	1.34	\$56,704	\$42,316	0.49	\$18,467	\$37,687	2.73	\$38,896	St.		2.73				
138	Program Support											\$48		0.00	\$39,680	Wt.						
TOTAL FTEs		1.97	\$88,169		2.60	\$129,368		6.22	\$350,946		3.38	\$155,212		14.17	TOTAL FTEs							
T & F			\$18,516	21.00%		\$36,223	28.00%		\$46,999	13.39%		\$23,550	15.17%	17.31%	Wt.							
Client/FTE Ratio		10.66			11.54			11.49			10.36			19.39%	St.							
TOTAL COMP.			\$106,684			\$165,591			\$397,945			\$178,762		24.94%	85th percentile		Total Occ	Occupancy per FTE				
Pager reimbursement									\$5,208					\$2,424	St. Avg. Occ		\$1,600	\$812	Fall River			
Occupancy			\$1,600			\$7,264			\$25,075			\$6,960		\$2,886	Wt. Avg. Occ		\$7,264	\$2,794	Lynn			
Training			\$280			\$500						\$4,702		\$387	Wt. Avg. Training		\$25,075	\$4,031	Worcester			
Mileage			\$2,600			\$7,200			\$12,500			\$5,816		\$1,984	Wt. Avg Mil		\$6,960	\$2,059	Western			
														\$1,955	St. Avg. Mil							
LEGAL	Supplies		\$320			\$1,000						\$2,358		Total Occupancy								
	Program Support		\$1,808			\$1,880			\$19,600			\$30,117		Divided by Total FTEs								
	Other Dir Admin Exp								\$20,400					\$40,899								
	Client Allowance (stipend)		\$3,000											\$2,886								
	DC Consultant		\$6,000			\$15,000								Mil								
TOTAL LEGAL			\$11,128			\$17,880			\$40,000			\$32,475		\$101,483						\$1,320		
																		\$2,769				
																		\$2,010				
																		\$1,721				
Total Reim. Excl. M&G			\$122,292			\$198,435			\$480,728			\$228,715		15.45%	St.							
Admin			\$14,369	11.75%		\$29,765	15.00%		\$78,483	16.33%		\$36,594	16.00%	14.77%	Wt.							
PROGRAM TOTAL			\$136,662			\$228,200			\$559,211	10.65%		\$265,310	23.07%	\$1,189,383								
Less Legal			(\$11,128)			(\$17,880)			(\$40,000)			(\$32,475)		\$(\$101,483)								
			\$125,534			\$210,320			\$519,211			\$232,835		\$1,087,900								
Average ANNUAL Cost per Client			\$6,508			\$7,607			\$6,657			\$7,580										
Total Rate per client			\$542			\$634			\$555			\$632										
Rate per client (w/o Legal)			\$498			\$584			\$515			\$554		\$538								

Base period: FY16							
2015Q3	2015Q4	2016Q1	2016Q2				<u>Average</u>
2.624	2.626	2.624	2.623				2.624
Prospective rate period: 07/01/2016 - 12/31/2018							
2016Q3	2016Q4	2017Q1	2017Q2	2017Q3	2017Q4		
2.634	2.652	2.659	2.671	2.687	2.696		2.667
							CAF: 1.61%

Base period: FY18Q2									<u>Average</u>
2017Q4									2.738
2.738									
Prospective rate period: 1/1/18 - 12/31/19									
2018Q1	2018Q2	2018Q3	2018Q4	2019Q1	2019Q2	2019Q3	2019Q4		
2.753	2.769	2.784	2.798	2.814	2.829	2.845	2.861		2.807
									CAF: 2.51%