



Commonwealth of Massachusetts

Department of Early Education and Care

Meeting of the Board

January 12, 2021



Agenda



Agenda Item	Target
Opening Comments	Welcome and Comments from the Chair, Secretary, and Commissioner
Routine Business	Approval of Minutes from December 8, 2020 Meeting
Parent Fees	Update in Preparation for February Vote
Strategic Plan Update <ul style="list-style-type: none">• Technology road map• Regulatory review• Staffing progress	Update Discussion Discussion
Spending Update <ul style="list-style-type: none">• Budget priorities	Discussion



Background on EEC Parent Fee Model

Prior Parent Co-payment Table Revisions

- *2006: Board last voted on revisions through approval of the CCDF state plan*
- *2014: Minor revisions made to the chart*

2020 Co-Pay Chart Development Process:

- *EEC has worked with Urban Institute to test multiple models of parent subsidy co-pays that address concerns of parent affordability laid out in Class Action litigation.*
- *Urban Institute conducted a review of other state's parent payment policies to analyze Massachusetts policies in the national context, as shown in previous meetings*
 - *Local differences in state median income and other state characteristics were taken into account when considering appropriate points of comparison*
- *Alternative approaches have been evaluated using a simulation of our current caseload to understand potential impacts*

Background on Model Development

Using national benchmarking, EEC has explored models with different costs across income ranges with an aim for 7% average

All models developed by Urban Institute include:

- Fees begin at 100% of poverty (65% in current policies)
- TANF and non-parent caretakers are exempt (also current policy)
- Part time discount (also current policy)
- Fees are based on a revised set of 26 evenly distributed income bands by family size
- Fees are defined by the percent of income rather than a flat fee

Models differed on the percentage of income required at each income band:

- All rely on progressive increases in percentages from the lower to higher incomes across the bands as income increases
- Sibling fees continue to be charged at a discounted rate in all models



Parent Subsidy Co-Pay Update

EEC continues to solicit feedback on the parent co-pay models presented to the Board, from the field.

The following considerations have been taken into account with a revised model:

- Our current caseload clusters around the lower ends of the salary distribution
- Gradual changes in co-payments help mitigate challenges for families and prevent creating disincentives for promotions and salary increases (i.e. cliff effects, where increases in income lead to subsidy loss that outpaces salary raises).
- For all co-pay models considered, the largest “cliff effect” occurs when moving from a situation in which no co-pay is required to paying a co-pay.

Modified Proposal:

To mitigate these issues, EEC is proposing a modification to the previously presented models. This modification would “exempt” income under 100% FPL from parent fee charges.



EEC Revised Recommended Model

*Modified model calculates fees based on income **over** the poverty threshold only (rather than full income):*

- Fees begin for families just over the federal poverty threshold at 4% and increase to 15.6% for the first child calculated on income above poverty threshold
- Translates into fees ranging from <0.01% to 12% of total income
- Current sibling discount rules continue to apply (50% for the second child, 25% for each subsequent child)

The modifications to the model proposed in December:

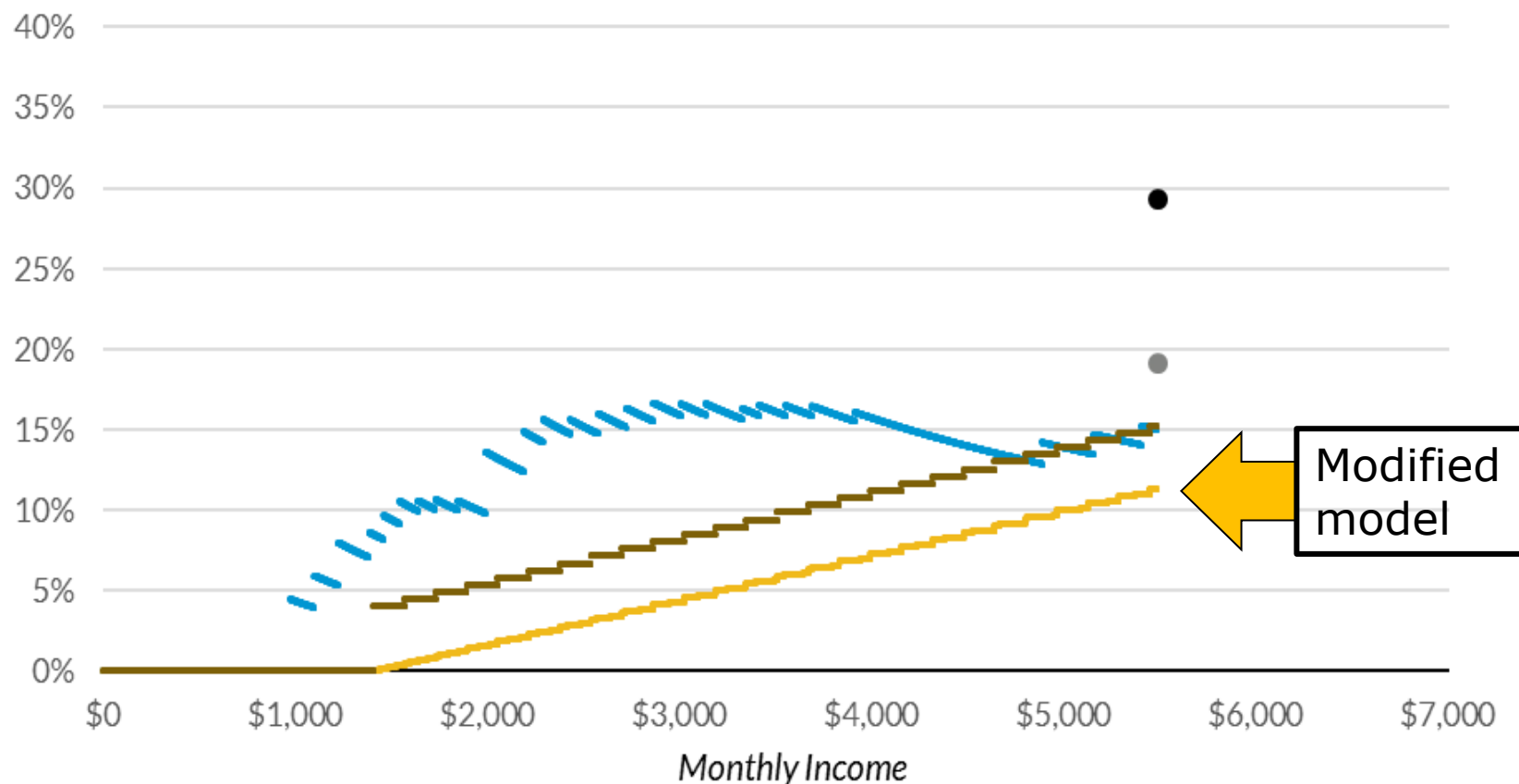
- *Addresses concerns focused on cost increases experienced when families begin owing co-pays*
- *Increases affordability and continues to mitigate cliff effects*

Massachusetts: Out-of-Pocket Expenses as Income Increases for a Two-Person Family (Single Parent with One Child in Care) Current Copayments (percent of income) (2018)



A comparison of the alternative models that begin at 4% of all income versus 4% of income over the poverty threshold for the same family shows the difference in overall costs and the adjustment when fees begin for families as income increases.

Out-of-Pocket Expenses as Percent of Income



Source: Charts use 2018 data, including eligibility limits. Current fees based on October 1, 2018 policies from the CCDF Policies Database. Average price of care from Child Care Aware "The US and the High Price of Child Care: 2019."

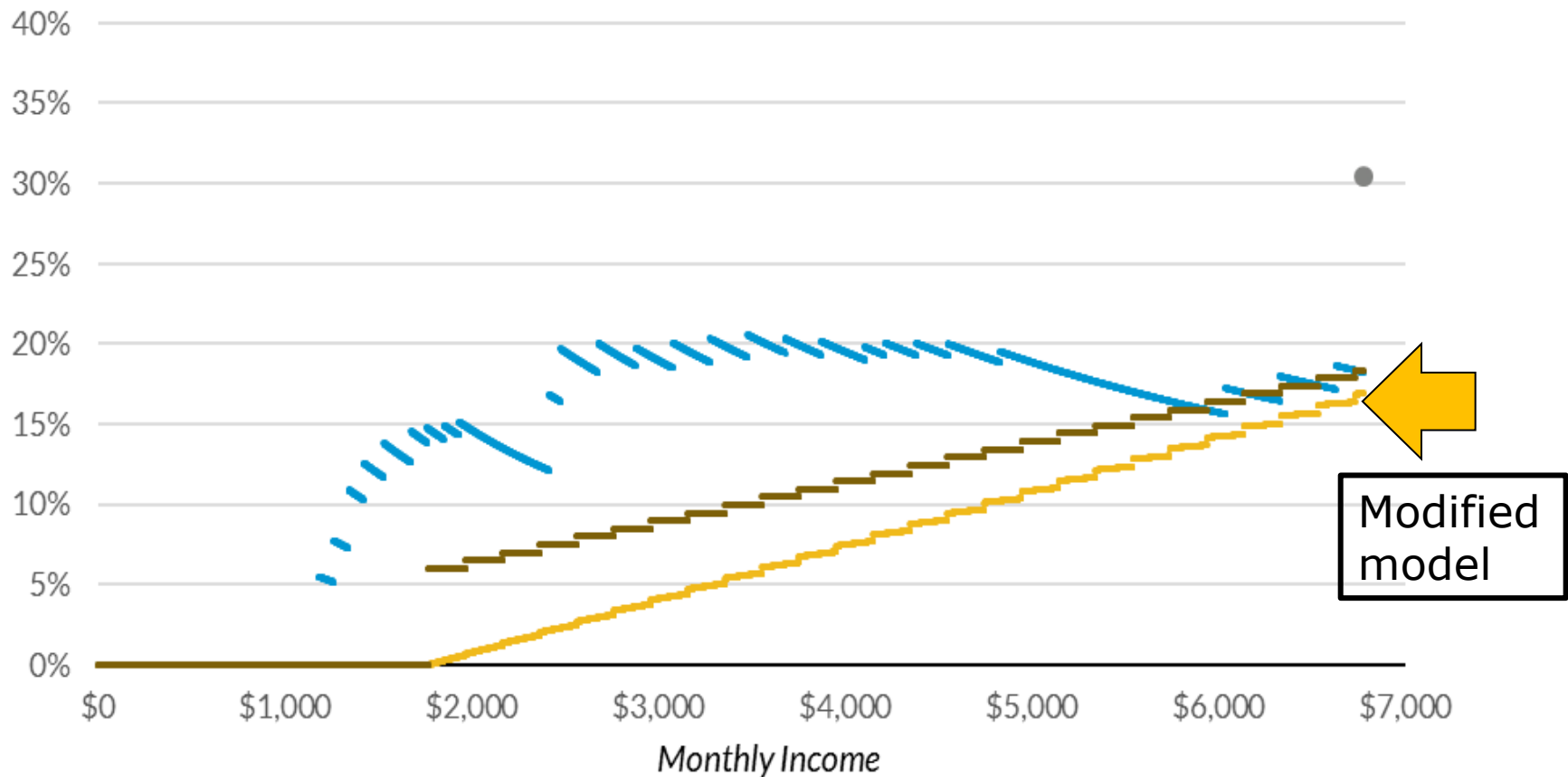
Note: Copayments for single parent with a 24-month old child in full-time care. Prices reflect the average state price of full-time center and full-time family child care for a toddler.

Massachusetts: Out-of-Pocket Expenses as Income Increases for a Three-Person Family (Single Parent with Two Children in Care) Current Copayments (percent of income) (2018)



A comparison of the alternative models that begin at 4% of all income versus 4% of income over the poverty threshold for the same family shows the difference in overall costs and the adjustment when fees begin for families as income increases.

Out-of-Pocket Expenses as Percent of Income



Source: Charts use 2018 data, including eligibility limits. Current fees based on October 1, 2018 policies from the CCDF Policies Database. Average price of care from Child Care Aware "The US and the High Price of Child Care: 2019."

Note: Copayments for single parent with a 24-month and a 48-month old child in full-time care. Prices are the combination of the average state price of full-time center and full-time family child care for an infant and a toddler

Results for EEC Recommended Model

The current parent fee structure contributes ~ \$72 million in revenue from parent contributions directly to providers, based on FY20 caseload levels. Any decrease in parent-contributed revenue would be paid by the Commonwealth through EEC funding for subsidized care.

- *99% of families pay a fee that is lower or the same*
- *98% of families pay a fee that is 7% of all income or less*
 - For single parents with 2+ children – 97% of families pay less than 7%
- *Average co-pay for all fee paying families at 2.4% of all income*
- *Projected parent fee revenue - \$17.9 million*

Timeline

Based on the EEC Board Conversation, EEC will pursue the following next steps:

- **February Board meeting – vote on new parent fee chart and implementation plan**
- **EEC must hold public hearings on the fee chart after the EEC Board vote and promulgate new subsidy regulations within 6 months**

Implementation of the Revised Model will Require:

- **Technology build-out to address the new structure for co-pay calculations**
- **An on-line co-pay calculator, as a paper chart will not suffice for the more complex model**

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Current System Strategies

Establish a stronger user orientation in regulations, policies, and protocols – with an eye to simplicity, coherence, flexibility, equity, quality, and innovation.



Align technology and staffing to better support families, educators, and programs, reduce user-burden to interact with EEC, and support equitable access to high quality experiences for children, youth, and families.

Strategies to Support:

1. Technology Road Map – the foundation for the integration of technology systems to support a stronger user orientation and more data driven approach to EEC's work
2. Regulatory Review – the beginning of the process to overhaul and update regulations, policies, and protocols
3. Staffing planning – reorient staffing structures around constituent experience and build capacity to reduce educator and program burden and increase responsiveness

Updates on Progress Towards System Strategies



Technology

EEC, in collaboration with Executive Office of Education IT and Executive Office of Technology Services and Security, assessed the existing IT portfolio and organization.

The goals for this work are to:

1. Improve user experience
2. Enhance analytical capabilities
3. Formalize EEC's IT relationship with EOE
4. Increase EEC's IT agility

Initiatives to fulfill these goals are in process, with a full overview in the appendix. Highlights include design and development of person-centered modern technology solutions, including through LEAD and BRC Navigator 2.0, and enhanced staff resources for increased coordination including a soon-to-be hired Associate Commissioner of Business Systems.



Staffing

Following the Business Process Redesign, the Board recommended enhanced staffing capacity for EEC. Capacity growth has been targeted to reducing backlogs and capacity pain points across regions and advancing strategic plan initiatives. For FY22, EEC will recommend 37 additional positions.

Regulatory Review

In December EEC began the process to overhaul regulations, policies, and protocols in keeping with principles established during the strategic planning process, including simplicity, flexibility, alignment, equity, and responsiveness to the unique needs of programs and educators.

While all regulations will be revised to ensure alignment and cohesion, we have begun with licensing, with a focus on:

- Quality improvement and educator credentialing alignment
- Separating regulations by program type
- Ensuring regs are clear, observable, measurable, and transparent
- Reducing provider burden

Internal and external engagement in the regulatory review process is anticipated to occur in three phases, with the first round of external engagement launching this month. We anticipate moving to public comment and board review for all regulations by spring.

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FY21 Caseload Account Spending Update

<i>Number of Children Billed</i>						
	June Actuals	July Actuals	Aug Actuals	Sept Actuals	Oct Actuals	Nov Actuals
DCF Voucher	4,622	4,125	3,824	3,928	3,844	3,791
DCF Contract	7,449	7,396	6,742	6,748	6,378	6,161
DTA Voucher	11,574	10,415	9,496	9,276	8,688	8,167
IE Voucher	20,310	17,527	16,593	16,788	16,090	15,768
IE Contract	11,239	10,854	10,132	10,227	9,760	9,758
	55,194	50,317	46,787	46,967	44,760	43,645
<i>Estimated Costs with Comparison to Last Year's Actual Costs</i>						
	June Actuals	July Actuals	Aug Actuals	Sept Actuals	Oct Actuals	Nov Actuals
3000-3060 Base Caseload	\$ 26,142,295	\$ 28,153,310	\$ 21,750,535	\$ 22,428,292	\$ 20,901,381	\$ 19,398,596
3000-4060 Base Caseload	\$ 24,054,968	\$ 24,242,038	\$ 19,521,896	\$ 19,272,433	\$ 19,076,450	\$ 18,315,465
Parent Fees	\$ 6,389,511	\$ 6,669,872	\$ 5,551,729	\$ 5,299,944	\$ 5,234,090	\$ 5,038,161
Total:	\$ 56,586,774	\$ 59,065,219	\$ 46,824,160	\$ 47,000,668	\$ 45,211,920	\$ 42,752,223
FY2020 Actuals		\$ 56,564,633	\$ 51,724,294	\$ 43,453,070	\$ 48,806,483	\$ 45,227,301
Difference		\$ 2,500,587	\$ (4,900,133)	\$ 3,547,598	\$ (3,594,563)	\$ (2,475,079)

Notes:

- June and July billing numbers reflect families transiting during reopening.
- Despite lower enrollment, school age children enrolled in full-day programming will continue to increase costs.
- School age children represent approximately 50% of the billed caseload

Overview of Caseload Account Spending

Given enrollment fluctuations, EEC has looked to trends in expenses instead of enrollment to understand trends in caseload account spending. The following highlights outline key points of analysis from the data tables in the appendix.

- School age children represent approximately 50% of subsidized children in care, and EEC analysis examined the impact of supporting school aged remote learners with full day programming:
 - Since the start of September, the average daily rate paid across all program types has increased over 6% while the number of children in care has dropped by 10%.
 - Compared to the same time period last year, EEC is experiencing significantly higher costs, with markedly lower caseload.
 - Expenses in the Income Eligible account have increased, as the child count has gone down.
- Monthly Decline in Daily Spending Rate:
 - To compare monthly expenses, EEC uses a daily spending rate to account for different number of days in each month.
 - While enrollment rates continue to decline, reductions in Daily Spending Levels have slowed and indicate that they will likely begin increasing in the coming months as more school age children need full day care.
- *Subsidized Enrollment:* EEC continues to analyze enrollment data across contracts and vouchers. EEC has lifted the flex cap on contracts to maximize parent access and continues to work with CCR&R's to support parent enrollment in vouchers.

FY22 Priorities

Board is to submit budget recommendations to the Secretary of Education.

Considerations to guide priorities:

1. Maintain child care program investments at FY21 levels, and build in more flexibility
 - 85% of MA investment in child care infrastructure is through subsidized child care tuition for low income families
 - Fluctuations in enrollment have challenged sustainability for the child care market overall as well as accessibility of services for working families, both subsidized and private pay
 - Maintain investments in programs using creative approaches tested through the pandemic to keep critical services online and drive economic recovery for working families and for women
2. Complete investments in staffing and infrastructure
 - To keep backlogs down and continue to drive transformation EEC must complete the business process redesign launched in FY20, which includes the staff capacity and technology/operational infrastructure on which this vision is built
 - Reforms and changes have stayed on track despite COVID interruption to ensure seamless integration of additional staffing capacity and technology readiness
 - Building a leadership bench for the Commissioner is also key to executing the vision and continuing to drive the innovation we have seen to date

FY22 Priorities: Motion for a Vote

MOVED:

that the Board of Early Education and Care, in accordance with G.L. c. 15D, § 4, hereby adopts the Department of Early Education and Care's proposed Fiscal Year 2022 Budget Priorities Memo as its budget recommendation which reflects the investment priorities for Fiscal Year 2022 in line with the Department's ongoing strategic planning process. The Board further authorizes the Commissioner to submit the Board's final budget recommendations to the Secretary of Education.

APPENDIX: PARENT FEES



Parent fee models currently under consideration

- **All models developed by Urban Institute include:**
 - Fees begin at 100% of poverty (65% in current policies)
 - TANF and non-parent caretakers are exempt (also current policy)
 - Part time discount (also current policy)
- **Based on litigation, EEC has explored models with different costs across income ranges with an aim for 7% average**
 - Growing census that the second model presented in December addressed both affordability and cliff effects concerns
 - Fees begin for families just over the poverty threshold at 4% and increase to 15.6% for the first child.
 - Current sibling discount rules continued in this model (50% for the second child, 25% for each subsequent child)
- **Concerns that remain focus on cost increases experienced when families begin owing co-pays**
 - Alternative Model 2 designed to smooth this adjustment
 - Co-pay at each row calculated based on income *over* the poverty threshold (rather than *all* income as in original Model 2)

Decision point: balancing costs to families with costs to EEC

Comparison of Model 2 with Modifications



- **Modified Model 2**

- 99% pay a fee that is lower or the same
- 98% pay a fee that is 7% or less
 - Single parent with 2+ children – 97% in this range
- Average fee of 2.4%
- Projected parent fee revenue - \$17.9 million

- **Original Model 2**

- 98.8% pay a fee that is lower or the same
- 77% pay a fee that is 7% or less (98% below 10%)
 - Single parent with 2+ children – 64.5% in this range
- Average fee of 5.6%
- Projected parent fee revenue - \$37.9 million

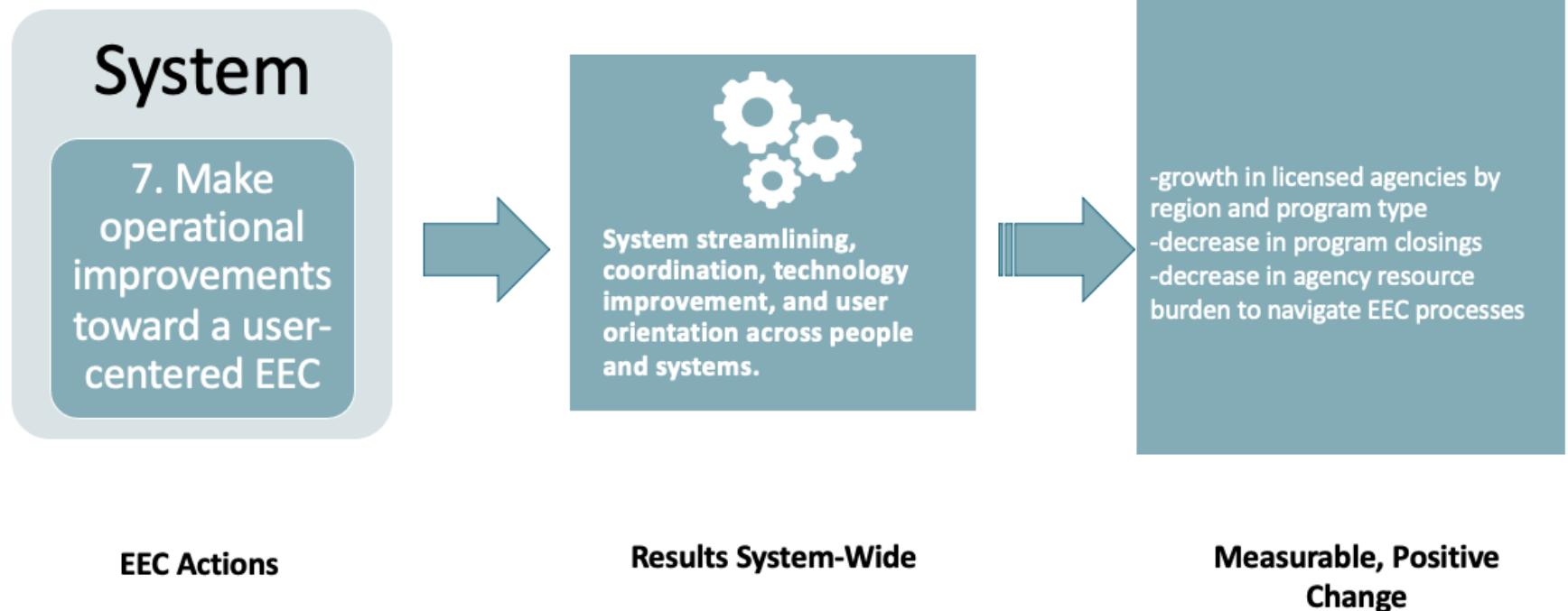
The current parent fee structure contributes ~ \$72 million in revenue from parent contributions directly to providers. Any decrease in parent-contributed revenue would be paid by EEC funding for subsidized care.

APPENDIX: STRATEGIC PLAN UPDATE

Reminder: EEC Strategic Plan System Strategies



Laying a foundation for child, family, program,
and educator strategies to succeed

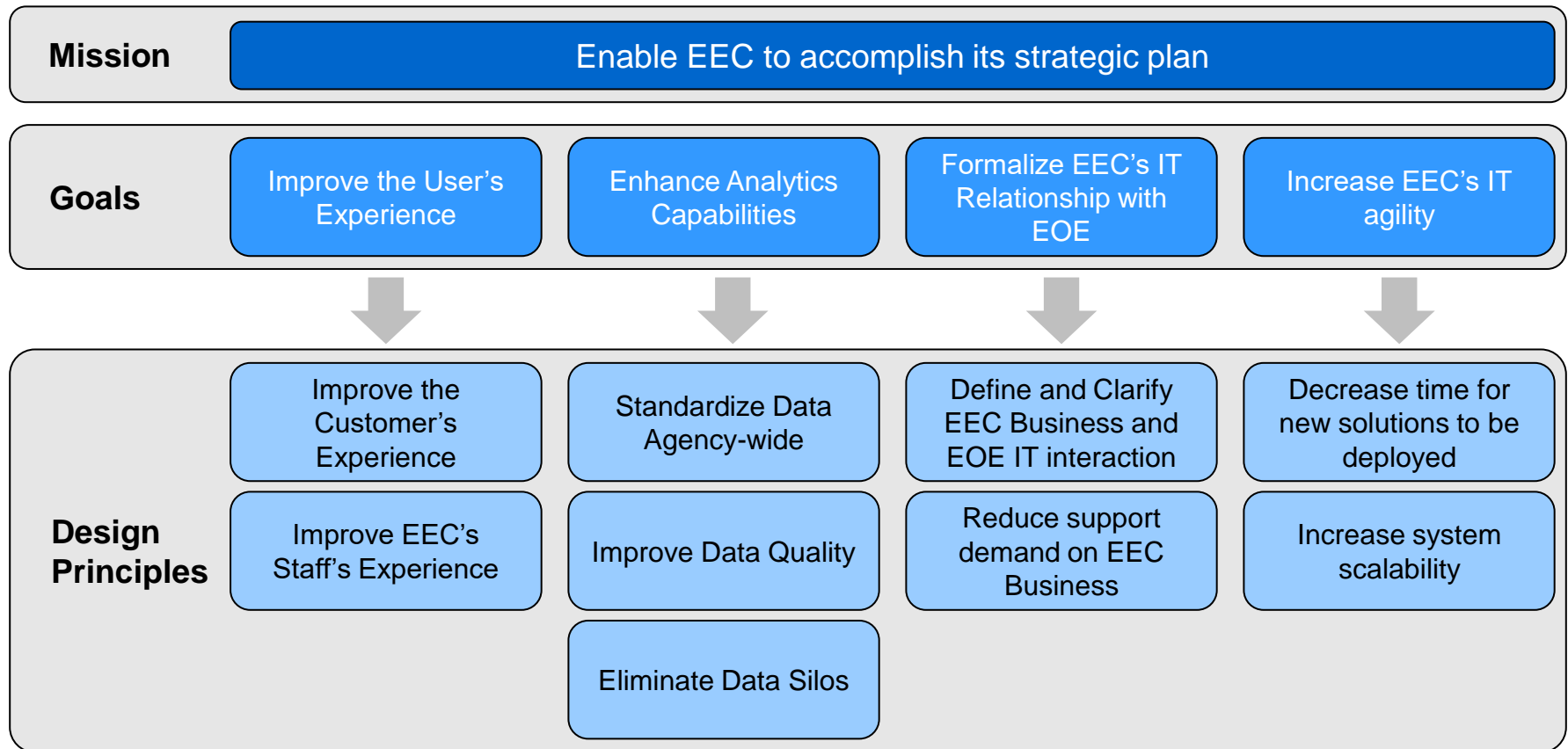


Integration of technology systems to support a stronger user orientation and more data driven approach

APPENDIX: TECHNOLOGY ROAD MAP

EEC Technology Overview

- EEC, in collaboration with EOEIT and EOTSS, assessed the existing IT portfolio and organization identifying the following Mission, Goals and Design Principles to shape EEC's technology priorities



**Additional information is in the appendix*

EEC Technology Overview

- Leveraging the mission, goals, and design principles, the following specific initiatives were identified as focus areas as the first steps:

Person Centric Design

- Key legacy applications were developed with the program as the primary entity. This approach introduces challenges which result in a less user-friendly experience for educators and candidates
- EEC is designing person centric solutions to create a seamless customer journey across all constituent-facing applications, focusing primarily on BRC Navigator and LEAD

Streamline EEC's Application Portfolio

- EEC's current IT portfolio consists of 33 Applications and 5-6 sign-on / authentication solutions.
- Streamlining the portfolio and replacing legacy applications with more modern solutions offers several benefits including: Addressing EEC's IT needs holistically, More nimble and rapid application development, Improved user experience, Better quality data, Simplified maintenance
- EEC has begun development BRC Navigator 2.0 to replace the legacy BRC application (which serves FCC and R&P) and BRC Navigator 1.0 (which serves GSA) and implements a person-centric view. Additionally, EOTSS is developing a new security portal to deploy a single sign-on solution

Staff Resources for Increased Coordination

- Roles and responsibilities, both between EEC and EOE IT and within EEC, are being formalized into defined governance processes and MOCHA frameworks which clearly clarifies accountability/responsibility and empowers streamlined decision making
- EEC is in the process of hiring an Associate Commissioner of Business Systems. This role, and those resources under them, will provide robust functional support to EOE IT for all EEC applications
- Improvements in BRC Service ticket management are being developed to reduce the backlog and improve EEC's ability to conduct root cause analysis for tickets aged over 30 days

Enhance Data Capabilities

- EOE IT has taken key strides to improving EEC's supporting data infrastructure by migrating to AWS and starting to consolidate provider and child records
- EOTSS is working to implement a master data management (MDM) solution allowing EEC to aggregate data across existing siloed applications
- EEC is additionally establishing a data hub as well as an analytics team allowing information across EEC to be unified and improve data quality and reporting

A process occurring December – June to overhaul regulations, policies, and protocols

APPENDIX: REGULATORY REVIEW

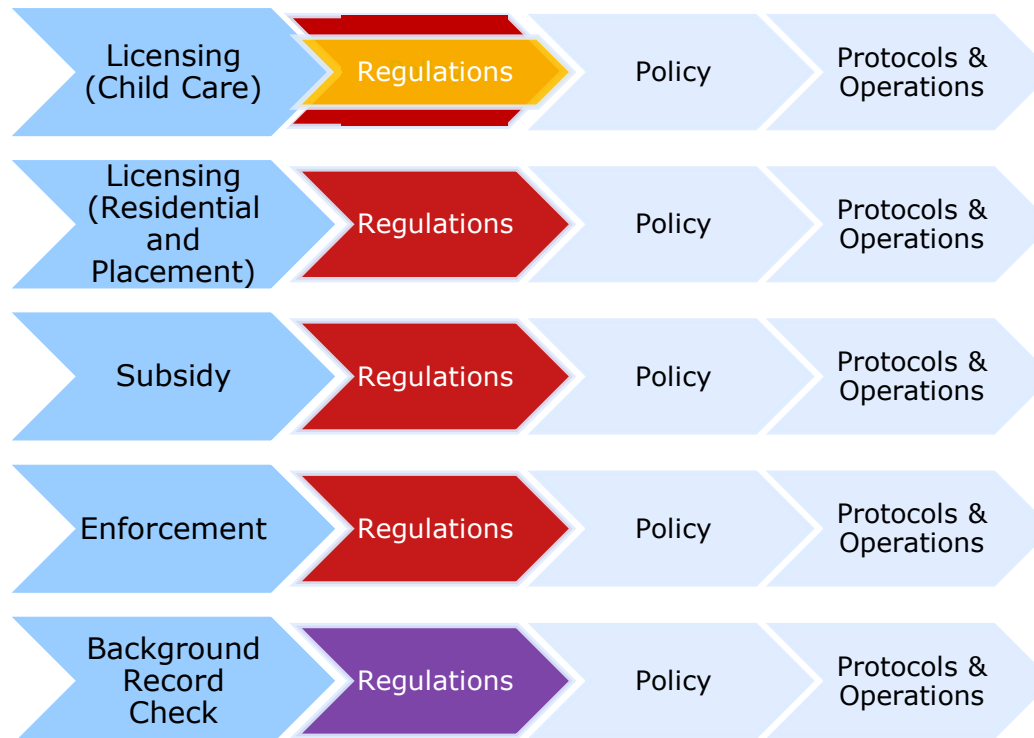
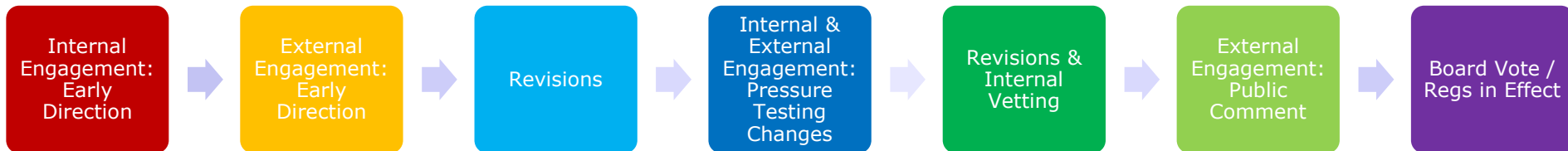
Principles to Guide Regulatory Review

Gathered from internal and external feedback through strategic plan

- Regulations lay a foundation for strategic initiatives and advance EEC's ability to foster innovation and growth in the early education and care field
- Consider implications for equity in each decision point
- Ensure room for innovation to support the future needs of programs and families
- Lead with simple and concrete articulation of concepts
- Coherence across EEC functions, across regulatory frameworks (ex. BRC and licensing), and within regulations themselves
- Alignment across regulatory bodies
- Review and revise in partnership with internal and external partners, especially those who will be using these regulations for their daily operations
- Reduce bureaucratic burden to ensure a focus on activities that drive child and family outcomes

Regulatory Review Status

We launched the regulatory review effort in December – here is a snapshot of all it will encompass, and the status for each component.





Licensing Regulations: Intention for Revision

1. **Promote quality and improvement** through alignment with continuous quality improvement planning, program supports, and QRIS 2.0; align to **educator credentialing and support policies**
2. **Separate regulations** for Family Child Care Homes, Child Care Centers, and Out of Schools Time Programs to ensure custom approaches for unique environments
3. Ensure regs are **observable, measurable, & verifiable**; remove ambiguities; ensure language is easy to understand and articulates clear, transparent expectations
4. **Reduce provider burden:** include what is necessary, but not excessive; ensure coordinated monitoring
5. **Minimize duplication and contradiction** within EEC initiatives, units, and funding streams, as well as across state agencies and with state and federal regulations, laws, and policies



Conceptual Shifts in Licensing – A Few Examples

During internal and external engagement sessions, we hope to pressure test some initial ideas for changes to licensing regulations. Some ideas for discussion include:

- **Flexibility throughout:** build in flexibility throughout the regulations to allow for alternative compliance (i.e. If shade is not readily available, outdoor play shall be scheduled to avoid child exposure to excessive heat and/or sun exposure.)
- **Reduction in documentation requirements:** consolidating most required policies into one required Health and Safety plan to reduce the burden on providers
- **Responsiveness to the locations used by each program type:** consider different locations when developing regulations - like center-based programs operating in public buildings (i.e. neighborhood schools) or community spaces (i.e. YMCAs) - or ensuring an equitable approach to how 'child care space' is defined for home-based programs
- **Consideration of new program models:** ensure accessible avenues for unique programs models like outdoor / nature-based preschools, Reggio Emilia, and Montessori programs – with clear pathways to licensure that enable their models to thrive within safety and quality parameters

Reorient staffing structures and build capacity to better support constituent experience

APPENDIX: STAFFING PROGRESS

Progress to Build Staffing Capacity

EEC continues to reconfigure staffing to implement the business process redesign and proceed with hiring in accordance with the Commissioner's review of priorities.

Point in Time/ Outcome	# of Positions	Dollar Impact
FY19 Board recommendation regarding staffing increases (for FY20)	35	\$3M
FY20 Board Recommendation regarding staffing (for FY21)	60	\$5.2M
ANF approved increase in FY19	16	\$1.4M
ANF approved increase in FY20	32	\$2.7M
FY21 requested position increase (pending ANF approval)	10	\$900K

For FY22, the EEC Board will recommend investing in the additional positions (37) to complete the staffing reconfiguration.

APPENDIX: SPENDING UPDATE

Income Eligible Utilization - Overview

Income Eligible Child Care	Anticipated	Current Placements	Difference	Percent Utilized
Voucher	21,665	16,279	5,386	75.1%
Contract	13,716	8,861	4,856	64.6%
Total	35,381	25,140	10,242	71.1%

Source:

- Voucher information based on CCRR weekly report for week ending 1/1/2021.
- Contract information based on contract utilization on 1/1/2021.



Income Eligible Utilization – Voucher Detail

CCRR	Voucher Allocation	Current Placements	Difference	Percent Utilized	Current Waitlist
Child Care Choices of Boston (Boston)	3,374	2,364	1,010	70.07%	2,101
Child Care Circuit (Northeast)	6,274	5,027	1,247	80.12%	3,937
Child Care Network (Cape & The Islands)	1,114	719	395	64.54%	603
Child Care Resources (Central)	2,602	1,997	605	76.75%	1,087
Community Care for Kids/QCAP (Metro)	1,743	1,063	680	60.99%	1,158
New England Farm Workers (Western)	3,092	2,269	823	73.38%	2,152
PACE Child Care Works (Southeast)	3,466	2,840	626	81.94%	1,878
Total:	21,665	16,279	5,386	75.14%	12,916

Source:

- Voucher information based on CCRR weekly report for the week ending 1/1/2021.
- Waitlist information based on active children as of 1/4/2021



FY21 Caseload Account Spending Update

- Since the start of September, the average daily rate paid across all program types has increased over 6% while the number of children in care has dropped by 10%.
- Compared to the same time period last year, EEC is experiencing significantly higher costs, with markedly lower caseload.
- Expenses in the Income Eligible account have increased, as the child count has gone down.

FY2021	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
FY2021 Number of SA Children	24,788	22,529	22,268	20,470	20,017
FY2021 Total Cost of SA Care*	\$19,130,850	\$15,466,100	\$13,978,326	\$13,358,665	\$12,763,693
FY2021 Number of Billable Days	23	21	22	22	21
Average Daily Rate Paid	\$33.56	\$32.69	\$28.53	\$29.66	\$30.36
% Change from prior month		-2.58%	-12.72%	3.96%	2.36%
FY2020	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
FY2020 Number of SA Kids	27,854	28,245	24,888	24,492	24,885
FY2020 Cost of SA Care*	\$20,648,570	\$18,722,172	\$11,415,884	\$13,049,520	\$12,443,919
FY2020 Number of Billable Days	23	22	21	23	21
FY2020 Average Daily Rate Paid	\$21.84	\$21.84	\$21.84	\$23.17	\$23.81
Comparison	July	August	September	October	November
% Change FY20 to FY21 - # of children	-11.01%	-20.24%	-10.53%	-16.42%	-19.56%
% Change FY20 to FY21 - Daily Rate	53.63%	49.66%	30.63%	28.05%	27.51%

Note: To provide an accurate year to year comparison, the FY20 cost was adjusted to include the FY21 FCC rate increase and the FY21 Cost excludes the value of parent fees paid.



FY21 Caseload Account Daily Spending Rates

- Monthly Decline in Daily Spending Rate:
 - To compare monthly expenses, EEC uses a daily spending rate to account for different number of days in each month.
 - While enrollment rates continue to decline, reductions in Daily Spending Levels have slowed and indicate that they will likely begin increasing in the coming months as more children school age children need full day care.

# of Days	23	21	22	22	21
	July Actuals	Aug Actuals	Sept Actuals	Oct Actuals	Nov Actual
% change from previous month		-13.17%	-4.19%	-3.81%	-0.94%
3060 Daily	\$ 1,224,057	\$ 1,035,740	\$ 1,019,468	\$ 950,063	\$ 923,743
3060 Total	\$ 28,153,310	\$ 21,750,535	\$ 22,428,292	\$ 20,901,381	\$ 19,398,596
4060 Daily Cost	\$ 1,054,002	\$ 929,614	\$ 876,020	\$ 867,111	\$ 872,165
4060 Total	\$ 24,242,038	\$ 19,521,896	\$ 19,272,433	\$ 19,076,450	\$ 18,315,465
Parent Fees Daily	\$ 289,994	\$ 264,368	\$ 240,907	\$ 237,913	\$ 239,912
Parent Fee Total	\$ 6,669,872	\$ 5,551,729	\$ 5,299,944	\$ 5,234,090	\$ 5,038,161
Total Monthly Cost	\$ 59,065,219	\$ 46,824,160	\$ 47,000,668	\$ 45,211,920	\$ 42,752,223

Income Eligible Utilization – Contract Detail

Region	Program Type Description	Slots Awarded	Slots Used	Flex Slots Used	Total Slots Used	Slots Open	Percent Utilized	Current Waitlist
1	GSA - Infant to Pre-School	1,081	563.5	0	563.5	517.5	52.13%	1,224
	GSA - School Age	631	283.5	8	291.5	339.5	46.20%	928
	FCC - All Ages	295	219	0	219	76	74.24%	
Region Totals		2,007	1,066	8	1,074	933	53.51%	2,152
2	GSA - Infant to Pre-School	483	348	2	350	133	72.46%	511
	GSA - School Age	349	293	6	299	50	85.67%	320
	FCC - All Ages	562	521	36	557	5	99.11%	
Region Totals		1,394	1,162	44	1,206	188	86.51%	831
3	GSA - Infant to Pre-School	1,122	747	5	752	370	67.02%	2,433
	GSA - School Age	901	734.5	4	738.5	162.5	81.96%	1,496
	FCC - All Ages	748	669.5	0	669.5	78.5	89.51%	
Region Totals		2,771	2,151	9	2,160	611	77.95%	3,929
4	GSA - Infant to Pre-School	601	333.5	0	333.5	267.5	55.49%	1,148
	GSA - School Age	535	309.5	0	309.5	225.5	57.85%	660
	FCC - All Ages	423	350.5	2	352.5	70.5	83.33%	
Region Totals		1,559	993.5	2	995.5	564	63.86%	1,808
5	GSA - Infant to Pre-School	1,175	644	4	648	527.0	55.15%	1,451
	GSA - School Age	925	467.5	1	468.5	457	50.65%	959
	FCC - All Ages	451	290.5	0	290.5	160.5	64.41%	
Region Totals		2,551	1,402	5	1,407	1,144	55.15%	2,410
6	GSA - Infant to Pre-School	1,923	835.5	13	849	1,074.5	44.12%	1,110
	GSA - School Age	716	437	4	441.0	275	61.59%	676
	FCC - All Ages	795	719.5	9	728.5	66.5	91.64%	
Region Totals		3,434	1,992	26	2,018	1,416	58.77%	1,786
<i>GSA - Infant to Pre-School Total</i>		<i>6,385</i>	<i>3,471.5</i>	<i>24</i>	<i>3,495.5</i>	<i>2,889.5</i>	<i>54.75%</i>	<i>7,877</i>
<i>GSA - School Age Total</i>		<i>4,057</i>	<i>2,525</i>	<i>23</i>	<i>2,548</i>	<i>1,509</i>	<i>62.81%</i>	<i>5,039</i>
<i>FCC - All Ages Total</i>		<i>3,274</i>	<i>2,770</i>	<i>47</i>	<i>2,817</i>	<i>457</i>	<i>86.04%</i>	
Grand Total		13,716	8,766.5	94	8,860.5	4,855.5	64.60%	12,916

Source:

- Contract information based on contract utilization on 1/1/2021.
- Waitlist information based on active children as of 1/4/2021.



Income Eligible Utilization – Waitlist Detail

Region	Infant	Toddler	Preschool	School Age	Total
Region 1 - Western	299	470	455	928	2,152
Region 2 - Central	176	165	170	320	831
Region 3 - Northeast	727	913	793	1,496	3,929
Region 4 - Metro	287	440	421	660	1,808
Region 5 - Southeast	320	519	612	959	2,410
Region 6 - Boston	396	438	276	676	1,786
Total:	2,205	2,945	2,727	5,039	12,916

Source:

- Waitlist information based on active children as of 1/4/2021