

Final Report

Baby Watch Early Intervention Cost Study

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August 17, 2015

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Acknowledgments

The cost study team would like to acknowledge the contributions that others in the state BWEIP system made to this report. The cost study report required significant BWEIP state and local staff commitment to be successful. We received completed time diaries from almost all local direct service providers and that required intense effort by the providers who completed them and the administrators who collected and submitted them to the cost study evaluation team. Local program administrators responded to multiple requests for data from the cost study evaluator and provided data that was critical to the final report. Local BWEIP staff participated fully in cost study site visits, time diary trainings, and other data collection activities including providing data that supported estimates of the in-kind resources used by programs.

Participation by the state-level Interagency Coordinating Council and Providers was also very beneficial to the cost study design and data collection efforts. Through these forums, key BWEIP stakeholders provided valuable feedback that ultimately improved the cost study design and data collection methods.

A special thanks to the state BWEIP staff, Susan Ord, Lynne Macleod, and Catherine Hoelscher, who met with the cost study consultant on numerous occasions and invested significant time to help develop the cost study questions, methods, and data collection protocols. Susanne Knight and Brandi Frandsen provided critical expenditure and budget documents to the cost study team. Lynne Macleod worked diligently to insure that variables and data in BTOTS were available as needed to supplement the cost data that was collected from local programs. Joseph Petersen provided feedback on the report including time intensive editing to insure that the local reports were consistent in their formatting. Susan Ord provided valuable leadership to the cost study team and shared her vision for the study through development of the cost study research questions, protocols, and site visits. She spent enormous amounts of time providing guidance to insure that the project maintained a clear focus to answer the key cost study questions. She also maintained a commitment to support the external evaluator's ability to independently measure the cost of BWEIP services.

The cost study data, results, findings, and conclusions are those of the cost study consultant and not BWEIP state or local staff. The cost study is the result of an independent evaluation and the data were collected, analyzed, and reported by the cost study external evaluator who accepts full responsibility for the content of this report.

Executive Summary

Baby Watch Early Intervention Program (BWEIP) Cost Study

The BWEIP cost study methods used to estimate the cost of BWEIP services for SFY14 (July 1st, 2013-June 30th, 2014) included:

1. Developed a list of detailed cost study research questions that would be the focus of the study.
2. Identified extant and new data essential to answer each cost study question and mapped specific data to be used for each research question.
3. Obtained extant BWEIP budget, expenditure and Baby Toddler Online Tracking System (BTOTS) data from the BWEIP state office and local programs between March 2014 and December 2014.
4. Identified resources used for BWEIP program services and the value of those resources including those that are in-kind and not paid out of BWEIP revenue sources. These were obtained through the administrator protocol and the time diary and collected in-person, by phone and email from all 15 BWEIPs.
5. Administered a personnel time diary in May 2014 in order to obtain detailed descriptions of the amount of time spent on specific early intervention activities that were the focus of the study's research questions.
6. Obtained services data, such as number of referrals enrolled and not enrolled and services planned and delivered, from BTOTS.
7. Gathered additional data through follow-up emails to local BWEIPs to accurately estimate individual staff salaries, benefits paid and paid leave time and policies.
8. Analyzed cost data for each local BWEIP program and compared the 15 programs that deliver BWEIP services throughout Utah in order to identify the key variables, such as rural/urban, size of the program, administering agency, that are associated with differences in individual program total and/or per child cost.
9. Collected and analyzed state office and Utah Schools for the Deaf and the Blind Parent Infant Programs' budget and expenditure data in order to estimate the total and average per child BWEIP statewide expenditure.

What Does the BWEIP Cost Study Tell Us?

The BWEIP Cost Study was designed to answer questions about services and the cost of those services that could not be answered by extant funding, revenue and BTOTS data alone. Cost data are more than expenditure, revenue, prices or quantity and type of services delivered. Cost data combines all of these variables into one number so that services, prices, and time spent can be seen together in a single dollar amount. Cost provides a rich description of these underlying variables. Answers to questions about the cost of specific BWEIP activities, such as eligibility

determination, travel time to deliver direct services, and other required program components, required the collection and analysis of time diary data. The cost data is designed to provide new descriptions about how different local BWEIP staff spend their time, what the cost of that time is, and how those differences influence total, average, and percentage of total costs.

It is not valid to compare cost across programs unless adjustments are made to make the cost being compared equivalent. This concept applies in this study, especially to staff wages. Paid benefits are relatively easy to add to those comparisons. The amount of paid leave time that is part of the wages paid is much more difficult to quantify for each program. Only if the value of the paid leave is treated equally across programs, can program comparisons be accurately made. The ingredients of costs that are described in this report are clearly quantified and described. To the extent possible, the same methods were used to quantify each program's resources and costs so that the comparisons would be meaningful and valid.

The cost study provides the BWEIP state and local staff with new information about variations in service delivery, staff wages, benefits and cost that can be used to inform best practices for the program. The data is designed to aid administrators and policymakers to understand variations in resource needs and uses as comparisons across programs are made. It also captures in-kind costs and resources that expenditure and revenue data don't measure.

What Does the BWEIP Cost Study Not Tell Us?

The cost data does not tell us that one model of service delivery is better for the state system than another because the local models included in this report are not fully replicable in other regions of the state. Each program works within the context of its geographical location, administrative umbrella, service provider supply and constraints, and the specific needs and culture of the families and children that are served. However, there may be lessons learned for rural programs as they compare themselves to other rural BWEIP programs; or, there may be strategies for school district programs taken from the other programs that have a school district administrative umbrella. However, there is no one best program model that fits all Utah communities.

Local BWEIPs Build on Their Strengths to Deliver Services to Families and Children

Individual programs have many challenges delivering services to children and families considered among the most in need of those services in the state. Many of the young children served have very severe disabilities and many of the families, as reflected in relatively high Medicaid eligibility throughout the programs, have limited resources to meet those challenges. Local program staff told the cost study consultant about some of the challenges they face. For example, there are some areas of the state where building and rental costs have increased drastically, making finding adequate space at an affordable price, very difficult. Other programs face a dearth of local qualified related services staff to provide services that are required by law. Programs that don't fall under a health department or a school district umbrella compete with local health departments and school districts for staff. The salaries and benefits paid by those state agencies for qualified staff drives wages in many communities and programs and other

programs are forced to match those or face shortages of qualified service providers. Hospitals and clinics are another source of staff and wage competition and even school district and health department programs sometimes have difficulty competing with them for qualified staff. In small programs, providers take on multiple roles in order to make staffing positions more efficient. In one program, the Occupational Therapist is also the Program Director and he shampoos the carpets in the local program office two or three times a year to save on janitorial costs. Some programs use a dedicated service coordination model as a way to lower the cost of service coordination (per hour) and still meet the needs of families and children. Programs have shifted from, or to, different administrative umbrellas over time throughout the state in order to take advantage whenever possible of in-kind resources from umbrella organizations like school districts, universities, local health departments or private non-profit organizations that have resources to share.

Clearly the time diary and cost data showed that local staff worked more than their paid hours to complete the responsibilities that were essential to deliver early intervention services to children and families. The state and local BWEIPs have aligned the early intervention program, when possible, to umbrella administrative organizations, such as school districts, health departments and universities, that can help share the cost of service delivery. The in-kind contribution of more than 10% of total cost to support service delivery is significant. However, many programs reported that funds were not keeping up with child and family enrollment or child and family needs for services. It is not clear if, or how, additional economies of scale or in-kind resources can be leveraged to maintain, at a minimum the current model of service delivery, to Utah's eligible BWEIP children. There is no guarantee that these in-kind resources will continue and therefore they may not be reliable over time as a way to maintain the level of service delivery.

Why is Finding the “True Cost” of BWEIP Services Important?

Cost comparisons made without taking into account in-kind and other “hidden resources” used in programs are not valid comparisons. Differences in the average cost per child or percentage of total cost by program for administration and direct services between programs cannot be understood when in-kind organizational resources for administration, facilities and other resources are excluded. Once the true cost is obtained, then the finding that average cost per child is highest in the smallest most-rural program in the state can be clearly attributed to the size and rural nature of the program and not to other factors. Measuring the true cost of the program makes it possible to provide clear answers to the questions asked in this study and makes much more valid comparisons across programs possible.

Major Cost Study Findings

1. The average cost per child for BWEIP services, including all in kind resources, was \$6,854 per child and family served. The cost per child without in-kind resources was \$6,175 per child and family served. Organizational in-kind cost was estimated at \$292 per child while the remaining \$387 of in-kind cost per child was estimated from in-kind personnel time and cost.

2. Direct service costs as measured by percentage of total cost and average cost per child were not as large as some other categories such as activities that supported direct service delivery. This has also been a finding in past state studies. It can be understood in the context of other early intervention requirements such as delivery of services in the child's natural environment, payor of last resort, as well as other early intervention requirements such as child find, assessment, transition and development of individualized family service plans.
3. The costs of services that support direct services were significant. These costs are essential to the mission of Part C under IDEA since there are many requirements such as the delivery of services in the child's natural environment, procedural safeguards and data requirements that have high costs associated with them.
4. The largest average cost category for all programs except three (PEIP, Up to 3 and SUU) was *activities associated with direct services*. The largest category of cost for the remaining three programs was *administration* although much of the administrative cost for Up to 3 and PEIP was in-kind.
5. Larger programs that served more children and families had a higher total cost to provide services and explained more of the total statewide cost since funding is largely determined by the individual program child count.
6. There are diseconomies of scale in the delivery of services, so smaller programs, that served fewer children and families, and those in remote or rural areas, like San Juan and Summit had higher average cost per child for services delivered than larger, more urban programs.
7. Programs with a higher percentage of in-kind resources tended to have a higher percentage of total cost spent on direct services although that was not always the case.
8. The programs with the highest percentage of total cost spent on administration were university administered programs although much of the administrative cost was in-kind from the administering organization.
9. The local programs that were administered by school district programs (and one health department administered program) tended to report a higher percent of total cost spent on direct services than other programs.
10. Eight of the 15 programs reported that direct services were the 2nd highest as a portion of average cost per child and family. Most of the other 7 programs reported that direct services were third as a portion of average cost per child and family (after administration and activities in support of direct services).
11. The personnel cost estimated from the time diary showed an unexpected finding: that there was a significant amount of unreimbursed staff time, in excess of 5% of total cost, spent to deliver services to early intervention children and families.

Conclusions

There is a dearth of information about the cost of early intervention programs nationwide. While some states have done rate studies or funding studies, few have undertaken the comprehensive time diary and cost analysis similar to that reported here. This makes the findings from those studies difficult to compare to Utah's. However, it also makes Utah a pioneer and a model in undertaking a comprehensive cost study. Local program staff may be able to identify ways to streamline reporting and paperwork by sharing models of personnel assigned to those tasks. And, the large in-kind time commitment by staff to the program suggest that when they can find ways to deliver services more efficiently, they have an incentive to do so because it will decrease the amount of time that they are spending in work without reimbursement.

It is recommended that the BWEIP build on this cost study to find ways to continue to capture early intervention costs over time. The funding data that Utah currently collects could be improved to make it more complete and local program data more comparable. One example would be to collect additional information on personnel costs in the local programs' budgets. The state should consider collecting the actual amount paid to each individual in each local program each month as part of the monthly expenditure reports. Some programs provide much more detail in those reports than others and the information is only useful if provided across all programs using the exact same calculations in every program to report wages, benefits and time worked. The definitions for these variables and for cost categories should be clear cut and consistent across the programs. The state should also consider including local contractual staff in the personnel section of BTOTS so that this service provider database isn't missing relevant staff.

Most importantly, there is an opportunity to use these cost study findings regarding the full cost of early intervention services, supports, and components in SFY14 to make improvements to Utah's system of services in the future. A fully comprehensive and effective system may require additional types and frequencies of services that would result in increased positive outcomes for children and families. This cost study clearly shows that the cost of operating a state-wide BWEIP program of services in SFY2014 was greater than the funding that was provided from early intervention sources. Additional early intervention funding for the BWEIP is critical so that children and families statewide have full and equitable access to high quality early intervention services that are consistent with early intervention program laws and regulations, and based on child and family needs. Reliable sources of BWEIP support and funding are necessary to enable local programs to plan effective and efficient services to children and families. In-kind sources of support identified in this study may not be provided at the same level in future years and that would create a significant shortfall of funds needed to maintain service delivery as it is currently being delivered in Utah.

Introduction and Methods

Introduction

Federal Statute and Policies Governing Part C of IDEA

The Program for Infants and Toddlers with Disabilities (Part C of IDEA) is a federal discretionary grant program, passed in 1986, that provides federal funds to states that choose to operate a comprehensive statewide program of early intervention services for infants and toddlers experiencing a developmental delay or having a diagnosed condition that has a high probability of resulting in a developmental delay. The children served in Part C are ages birth to three years. Families of these children are also served in the program. Congress established the Part C early intervention program with the following goals:

- enhance the development of infants and toddlers with disabilities;
- reduce educational costs by minimizing the need for special education through early intervention;
- minimize the likelihood of institutionalization, and maximize independent living; *and*,
- enhance the capacity of families to meet their child's needs.

States have the option of whether to participate in the Part C federal program. If a state chooses to participate it must contribute funding to the early intervention program and assure that the program is available to every eligible child and its family in the state. The state sets the criteria for eligibility and may serve children at risk, with mild, moderate or severe delays. The state, through the governor's office, designates a lead agency to receive the federal Part C grant and administer the program. The Part C statute requires that there be an Interagency Coordinating Council (ICC), including parents of young children with disabilities, to advise and assist the lead agency.

Currently all states and territories participate in the Part C program. Funding is provided through Part C federal and state grants, Medicaid and CHIP. Some states also use other funding sources such as private insurance and TANF for specific services and Part C components. Part C was designed to provide federal incentives to states to participate and provide services to families and children that would benefit from them. Most provisions of the federal law are required of all states including specific family rights to certain services and procedural safeguards. Other provisions, such as lead agency and the specific definition of disability or risk that qualify children and families for service were left for states to decide. Part C requires that Part C funds be used only as "payor of last resort" and not supplant other funds that are used for services to eligible children and families. This means that states are to bill other funding sources such as Medicaid and CHIP to pay for Part C services prior to using Part C funds.

Utah's State Part C Program and Program Eligibility

In 1987, Governor Bangerter designated the Utah Department of Health as the lead agency for the Part C program. The Baby Watch Early Intervention Program (BWEIP) in the Utah Department of Health implements the Part C Program.

A child qualifies for the BWEIP program if he/she demonstrates one of the following.

- A diagnosed condition with a high probability of a developmental delay.
- A delay of 1.5 standard deviations at or below the mean on a standardized instrument; or the equivalent of 1.5 standard deviations based on assessments and the clinical opinion of professional staff in one or more of the following five areas of development: Cognitive development; Physical development; Expressive and receptive communication development; Social or emotional development; and/or Adaptive development.

Children enrolled in the Utah Schools for the Deaf and the Blind - Parent Infant Program for the Blind and Visually Impaired, Parent Infant Program for the Deaf and Hard of Hearing, and the Deaf-Blind Program are automatically eligible for the BWEIP.

The BWEIP contracts with 15 organizations throughout the state to provide services directly to families at a local level. The organizations include school districts, local health departments, universities, and nonprofit organizations. Services may include developmental assessment and evaluation; Individualized Family Service Plans (IFSP) to outline goals for the family and the child; child development information; specialized instruction, physical, occupational, or speech therapy; hearing and vision services; assistive technology, and referrals to other needed services. More than 85% of all BWEIP early intervention services occur in the child's home.

BWEIP Cost Study FY14

The purpose of this study was to describe the costs of Part C early intervention services throughout the state of Utah for the 2014 State Fiscal Year (SFY14), July 1st, 2013 to June 30, 2014. This study used data from the following sources:

- FY 14 data from BWEIP's statewide database—the Baby and Toddler Online Tracking System (BTOTS);
- The month of May 2014 and SFY14 data from the BTOTS; including the number of planned and delivered services by service type and by program; the number of referrals and outcome of those referrals by program;
- Budget and expenditure data provided by the state BWEIP;
- Data collected through a time diary completed by employees in all 15 BWEIP grantee organizations from May 1st, 2014 through May 31st, 2014—known as early intervention program (BWEIP) providers;
- Data collected through site visits.

Extant data was evaluated during May 2014 and for all of FY14 in order to align the time periods of all data sources. The cost study results will be presented for each of the research questions this study is designed to address.

We begin with a description of the cost study methods and economic terms and concepts used in the report. The research questions that are the focus of the study are presented after the economic terms and definitions. The cost study results for each of the 15 local BWEIPs are presented after the introduction to methods, definitions and research questions. Each program's results are presented to address each of the research questions and each program's tables are in the same order and format across all 15 programs. The total cost of services across all programs follows the 15 individual program descriptions. The statewide data also includes a description of the state BWEIP program expenditures as well as the Utah Schools for the Deaf and the Blind (USDB) Parent Infant Program (PIP) expenditures. Statewide comparisons of key cost data findings are presented and discussed. A summary discussion of findings and conclusions is at the end of the report after the presentation of individual program and statewide cost findings.

Methods

Participants

BWEIP State Office Staff: The research questions, methods, data and analysis were part of an intensive planning effort that occurred in January and February 2014. Research questions were developed and these questions were mapped to data sources, existing and to be collected, that would address each one. The individual staff members that would be responsible for working on each question, data collection and analysis were added to each cost study question. These meetings included cost study evaluation team members and key BWEIP state staff members including the Part C Coordinator, key BTOTS staff and other state staff whose responsibilities involve state and local early intervention budgets, finance and professional development.

Interagency Coordinating Council and BWEIP Local Program Directors and Staff: The research questions and data collection plan to address those questions was presented to meetings of the Interagency Coordinating Council (ICC) and to the statewide meeting of BWEIP program directors from the 15 local programs (BWEIPs). One of the key discussions in this meeting was to determine the optimal time period for the collection of the time diary information. To some extent this decision was limited by the initial grant award date that was in late December 2013 for a one-year period. The time diary could not be administered at the very beginning or end of the grant because it needed to be developed carefully in order to capture the activities that were the focus of the cost study questions. It also couldn't be administered too late in the cost study grant cycle for several reasons. Entering and analyzing the time diary data was the most time intensive activity of the project; it required several months to enter, analyze and report the time diary data in this report and summer would have been less representative than the month of May. May was chosen because it allowed enough time to finalize the time diary survey and conduct the site visits prior to beginning time diary data collection.

Local BWEIP staff and ICC members also provided specific suggestions about what activities to track on the time diary and the best way to capture the time and cost of those activities. They helped with wording that would be clear to the providers in the field who would be completing the time diary surveys. They also provided information that was helpful in planning the timing and focus of the site visits. For example, cost study staff was able to do training directly with most local BWEIP staff in how to complete the time diary. This proved to be much more effective in person than distributing training materials to staff through the program directors which wouldn't have provided the opportunity for direct communication between staff in the field and cost study staff. A few activity categories were added as a result of these discussions. There were also additional software options that were developed, other than Excel, to allow all staff to submit the data electronically using software, such as Google sheets, that were available to each local program without additional cost or expense to them.

Materials

Program protocol: The external evaluator administered a program protocol (Appendix B) during the April site visits to each BWEIP to obtain descriptions of services, such as their service coordination model and group intensity services. An important section of this survey describes the in-kind resources each program uses to support Part C services, non-Part C funding sources obtained and a description of administrative and indirect staff that did not complete the time diary.

Time diary: The time diary and time diary codes (Appendix B) were designed to answer specific research questions that could not be answered using extant data available from other extant sources including BTOTS, program budget and expenditure data. The time diary consisted of a set of codes, instructions and a diary that each non-administrative staff member was to complete each workday in May 2014. All staff that worked exclusively or part-time as a direct service provider completed the time diary. Staff that split their time between direct services, other required components and administration completed the time diaries. Staff that was administrative only was not required to complete a time diary since the time diary did not track time spent in various administrative activities. The diary was made available in a Google sheet, Excel or in other software selected by the program, such as that used by the program to track employee hours and payroll, so that employees could enter the data directly into a computer and submit it weekly to the external evaluator for review.

All protocols that were used in the early intervention cost study can be found in Appendix B and include the time diary forms, codes and instructions and the program protocol.

Data Collection

Site visits: Site visits were made by the external evaluator to each of the 15 BWEIPs to review the time diary activity codes and instructions, conduct trainings on the time diary collection methods and to collect data specific to each of the BWEIPs. These visits were made during April

2014 before the administration of the time diary during the month of May 2014. The program protocol was reviewed with program directors at each site and some data was collected during the visit. The data on the program protocol asked programs to describe actual cost of services during FY14, which ended June 30, 2014. Therefore, program staff did not complete the program protocol during the site visit in April 2014. Most programs returned the completed protocols to the cost study staff during July and August 2014 after all expenditures were completed and available in local and state accounts. Completion of the cost protocol required intensive follow-up and phone calls to staff to obtain all of the data requested. Copies of both the time diary and program protocol were left with program staff that was designated to complete them. The program protocol was to be completed after the end of the fiscal year June 30, 2014.

Time diary: Data collection began May 1st and ended on May 31st. The time diary was to be completed every day a staff person worked for the local BWEIP during May 2014. Staff were trained in how to complete the time diary and given the email address and contact information of cost study staff to contact in order to solve any problems they may have encountered in uploading data. Local program staff was to submit time diary data every week to a designated supervisor and that supervisor was to submit the data weekly to cost study staff located in Logan for cleaning and analysis. This process allowed cost study staff to begin monitoring the data as it was received from providers early in May rather than wait until the end of May to review all time diaries.

Missing time diaries were requested from programs as they were identified and a number of time diaries that had been completed were lost during transmission but later recovered as a result of this process. Cost study staff organized all of the time diary data in Excel by program and staff member by activity. The cost study staff also worked intensively to calculate the hourly cost of each staff member that had submitted a time diary. This involved pulling data from existing budgets and monthly expenditure reports and also required sending detailed lists of employees to local program directors. Local program directors were asked to complete the data describing each employee's hourly rate, benefits, hours worked and total wages for the year. Only then could the time diary data describing minutes spent on each activity by local staff be used to estimate the cost of each activity.

BTOTS: Data from BTOTS was used to answer several of the research questions such as the difference between planned and delivered services provided to BWEIP families and children. The BWEIP BTOTS team worked closely with the evaluator to develop a plan for queries that would provide data to support the cost study and not duplicate data collection efforts. Dates for running the queries were discussed and chosen to optimize the triangulation of data from different sources. In this way, May BTOTS data could be obtained to compare with some of the time diary data and FY14 total year data was obtained in some cases as well to complete the full year cost picture for the fiscal year. BTOTS data was used to verify data collected in the time diaries regarding the amount of service delivery that occurred during May 2014. The BTOTS provider data that described local BWEIP's employee start and end dates, position titles, certifications was also very valuable to the cost study and not available until late in the cost study grant timeline. This information was used to estimate benefits such as paid leave that varied in some programs by employee's years of service.

Budget and expenditure data: Non-wage data in the study is taken from the program budgets, monthly expenditure reports and year-end expenditures. In addition to using information obtained from the time diary reports, expenditure reports from May 2014, as well as for the entire fiscal year were used as a check for personnel cost estimates. The specific data contained in the monthly expenditure reports (MER) and year-end expenditure reports varied across programs. A few programs reported detailed wage data for individual employees in the MERs that they submitted to the state BWEIP. However, most did not include individual employee wage and benefit amounts. In addition, the budgets and MERs often listed the name of a company that provided contractual services and not the specific names of employees that provided services to families and children from that company so we could not use the amount paid to the contracting company to compute individual contractor wage rates. These gaps in existing data resulted in the need to follow-up with most of the programs to collect wages, benefits and hours worked data for specific employees during May 2014 and for the fiscal year.

The cost study team determined that categorizing BWEIP costs and activities solely into direct service and administration was inadequate to answer the research questions of this study. Part C of the Individuals with Disabilities Education Act specifies the types of services that may be provided using Part C funds and these are shown in the research question list that follows in another section (research question 1). The federal Part C legislation also includes a variety of other required components that are not considered traditional direct service. Figure 1 shows the various activities associated with the delivery of Part C services. The primary categories are:

- *Direct Service Provision* (individual or group);
- *Activities Associated with Direct Services* (individual or group);
- *Other Required Part C Components*;
- *Activities Associated With Other Required Components*; and
- *Administrative Activities* at the state and local levels.

Other required components include child find, outreach and referral, intake and eligibility determination (intake and assessment), and language interpreters. Other required components also include ongoing assessment of child and family needs (after initial eligibility determination), professional development of service providers, transition services as BWEIP children turn age 3, and transition out of BWEIP services into other services and settings such as Part B special education services under IDEA.

In addition, Part C has a unique provision that requires that federal Part C funds be used only after all other funding sources have been utilized first such as Medicaid, CHIP and at the state's discretion, family fees. Utah has adopted a parent fee system where families of BWEIP children pay part of the cost of those services on a sliding fee scale that varies by family income. This cost study is designed to describe the cost of many of these other required components—some separately and others grouped together to estimate the total cost of these activities.

Activities that have a dollar sign (\$) next to them are activities that, in order to answer key Utah Part C research questions, require that time spent by local providers in the delivery of those services be tracked separately so cost of that activity could be estimated for each program and

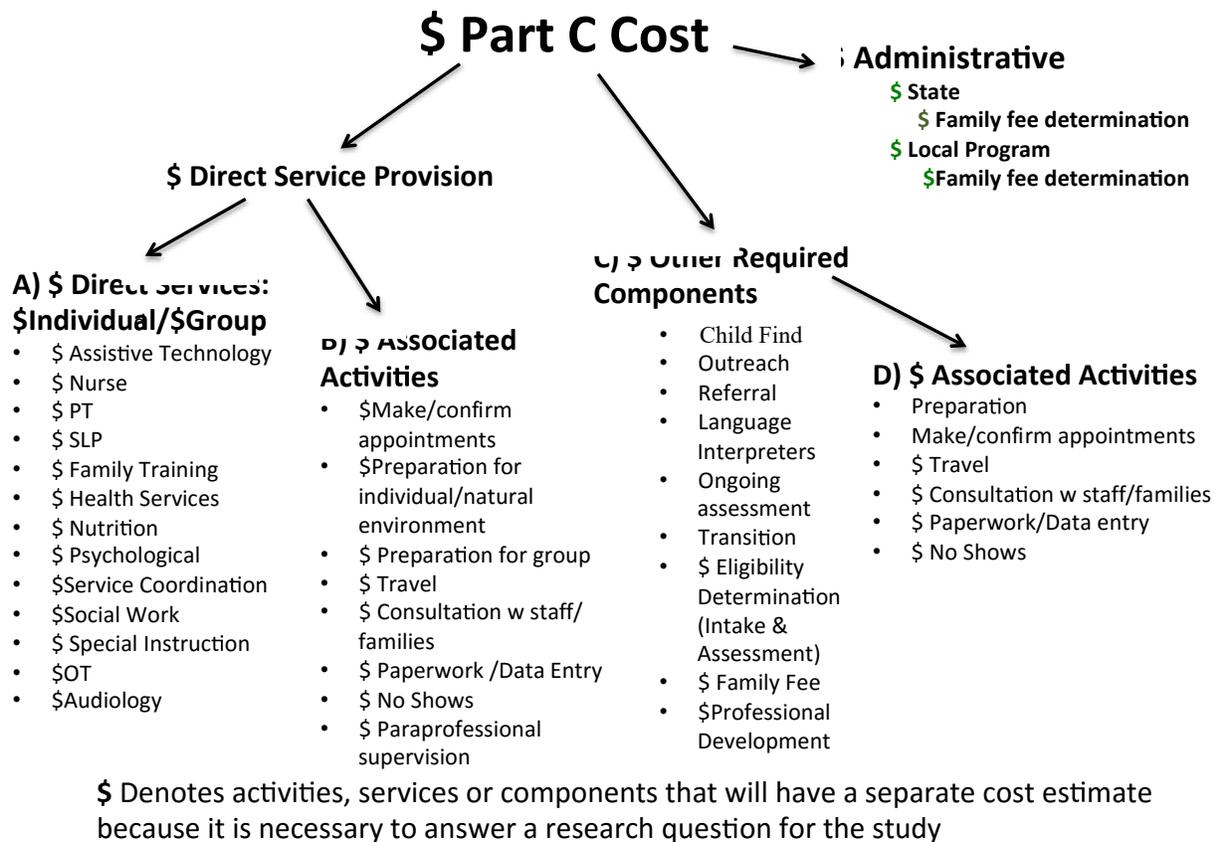


Figure 1: BWEIP cost categories and activities.

statewide. Therefore, those activities in Figure 1 that have a dollar sign next to them had a separate time diary code that providers used during May, 2014 to report how much time they spent in that activity. The wages and benefits of each local BWEIP employee and contractor that completed a time diary was collected and combined with the amount of time spent in each of those activities to estimate the costs that are presented in this report. This was the only way to obtain the cost of individual activities that are part of the system of services that make up the Utah early intervention system. For example, there is a dollar sign next to Eligibility Determination, next to Family Fees and also for Travel. However Child Find, Outreach, Referral, Interpreters, Ongoing Assessment, and Transition don't have dollar signs next to them. The amount of time a provider spent in Eligibility Determination was tracked separately and the cost of Eligibility Determination is estimated and reported using the wages and benefits paid to providers and the amount of time spent in Eligibility Determination. Providers reported the amount of time spent in Child Find, Outreach, Referral, Interpreting, Ongoing Assessment and Transition all together and the cost of all those activities combined, not separately, is reported.

Data Analysis

Time Diary: The May time diary and time diary cost estimates of these activities were used to estimate the annual costs of non-administrative personnel services. The May wages and benefits of each employee that completed a time diary were combined with the time diary minutes spent on each activity to estimate cost of each activity to address the research questions. Adjustments for differences in personnel benefits between programs were made in order to make them comparable across programs. Hourly and annual wages of all personnel include the value of benefits paid such as health insurance, retirement, dental, etc. This was computed and added to the hourly wage rate.

The wages used in the time diary analysis also take into account the amount of time that employees actually worked. To estimate the hourly wage rate of employees we divided the May 2014 annual salary or amount paid to each employee by the total hours worked during that time period (rather than the total amount of time that they are paid to work during that time). This calculation resulted in a higher hourly amount than dividing by the total hours that the employee was paid during May or for the year. The 15 programs have very different paid leave policies with some giving a lot more paid leave and more days off with pay than others. These adjustments were made in order to ensure wages between programs were comparable across EIPs after taking into account all benefits, paid and unpaid, to employees.

Expenditure reports: In the fall of 2014 the summaries of expenditures for FY14 statewide and for each individual program were obtained from the BWEIP state office staff. These data were used to estimate non-personnel expenditures, some administrative expenditures and personnel expenditures for comparison with the time diary. This information allowed estimation of the “in-kind” cost of time over and above the amount that staff was reimbursed during May that was reported as work time on the activity diary.

BTOTS: BTOTS data describing planned and delivered services was obtained for FY14 for inclusion in the report. These data also included the number of provider and family cancelled visits for each service and the number of visits that resulted in a no show by family members. In addition, the number of referrals in May 2014 and all of FY14 was obtained from BTOTS. The referral query also included data that described whether or not the referral resulted in enrollment in the BWEIP. These data were analyzed to address specific cost study questions regarding the cost of eligibility determination and to describe the amount of service that is planned compared with what is delivered.

Program cost protocol: The information on the program protocol was used to help estimate the value of benefits paid to employees in the local program including the amount of paid annual, sick and holidays and the variations in those across programs. The program protocol also provided the foundation to estimate in-kind costs for each program. This protocol had extensive questions regarding the value of resources used for early intervention services including facilities, utilities, capital equipment, volunteers, etc. Descriptions of these were very detailed so that the value of those resources could be estimated based on factors like construction date, square footage, hours of operation, etc.

Statistical methods: Analyses of the data included estimating minimum, maximum and average (mean) values for many variables including wage rates of providers, cost per child for each

program and statewide totals. Percentages were also calculated in order to show the magnitude of cost relative to total cost reflected by different early intervention activities.

Definitions

Child count: The number of children served by each program and statewide on December 1, 2013 was added to the Excel and BTOTS data in order to estimate the cost per child for a variety of variables. This child count for FY14 is the number of children and families served at a specific point in time (December 1, 2013) with this date being the same for all programs in the analysis.

Total cost: Total cost was estimated by adding the time and wages of staff that completed the time diary for each activity (total activity cost) with administrative time and wages (including in-kind administrative staff) plus non-personnel expenditure plus in-kind cost from the local program's umbrella organization (school district, health department, university or private, non-profit organization).

Average cost per child and family: Where questions include average per child cost amounts, average cost per child and family is estimated using the December 1, 2013 child count at one point in time for each program. Providers that completed the time diary were not asked to report the number of children served during each activity and therefore we cannot allocate cost of activities to the specific children and families that received each service.

Average hourly cost: Average cost per hour includes the value of all benefits including health care and retirement and paid time off when provided. This cost was estimated in order to have a wage that is comparable across programs. If the cost per hour was compared between programs without taking into account benefits paid by the employer and paid leave time then the hidden costs and benefits might be quite different between programs since some have more generous benefit plans than others.

Rank: The 15 programs are ranked in order from the most expensive program, a rank of 1, to the least expensive, a rank of 15. Programs are ranked on total cost and average cost per child and family and both ranks are from highest, a value of 1, to lowest, a value of 15.

Total expenditure: Total expenditure is the total amount that each program spent on personnel (administrative and non-administrative) and non-personnel resources during FY14. These expenditures were from their BWEIP FY14 grant made up of State General Funds, and Federal Part C funds, as well as collections from Medicaid and CHIP and family fees for children and families enrolled in BWEIP. These expenditures do not include other costs such as in-kind and difficult to quantify sources of fiscal support.

Economic Terms and Concepts Used in the Report

There are several economic terms and concepts that will be introduced and explained before presenting the cost study results. These concepts are the difference between costs and expenditures, a description of in-kind resources, from both the local BWEIP umbrella organizations and personnel, and economies of scale.

Costs are Different than Expenditures

The purpose of this study is to estimate the cost of BWEIP services. In order to understand key findings in this report it is important to define cost versus expenditure, because they are not the same. *Expenditure* is the amount of money that is spent from early intervention sources to deliver early intervention services. The expenditures that the state and local programs report reflect amounts from the revenue sources shown in Table 1. **Cost** includes resources such as personnel and facilities, used by the program to support service delivery, regardless of funding source. Cost analysis may include estimating prices for resources that are not purchased. Cost estimates the value of resources used, such as in-kind facilities or staff, based on their value when used in an alternative program or service.

Organizational In-Kind Resources to BWEIP: Administrator Reports Regarding In-Kind Costs

Most of the local programs reported that, in addition to the revenues from their state BWEIP grant, they received additional resources from their umbrella organization to help support the delivery of services to children and families. These are considered in-kind resources to the BWEIP. For example, the Provo Early Intervention Program (PEIP) receives support from the Easter Seals national office in the form of administrative support services that are not reimbursed by their early intervention grant. Kids on the Move (KOTM) reported a \$2,500 United Way grant toward early intervention services and had other in-kind supports of about \$5,000 for the BWEIP. Estimates of in-kind resources used by programs was based on site visit interviews and a series of questions completed by administrators that asked about administrative costs, facilities, utilities, capital equipment, volunteers and funding sources. Three programs reported that they don't receive in-kind support for their early intervention services. These programs are DDI Vantage, Prime Time 4 Kids (PT4K), and Southern Utah University (SUU). Other programs received large in-kind contributions from their umbrella organizations and these mostly included school districts, local health department programs and two university administered EI programs supported by Utah State University (USU).

Estimates of in-kind values were based on the descriptions administrators provided to questions that were on the program cost protocol (Appendix B). Cost per square foot for space and utilities were estimated using administrator reports about price of construction with capital improvements added. Sometimes estimates were made based on the square footage provided in the survey using either local rental prices for similar space or other program reports about value per square foot. Programs that were the same administrative type were grouped together by similar agency umbrellas or administrative types to estimate the value of in-kind resources. For example, school districts were grouped together and similar methods were used to estimate the value of in-kind facilities, capital improvements, utilities, maintenance and operations. One district provided what they considered the rental value of the classrooms used by the program while the other districts provided the construction costs of the facilities. Therefore, for all 4 of the school districts, Davis, Jordan, San Juan and Weber, the annual value per square foot (for school facilities) was estimated and applied in each of the participating school district programs. Similar methods were

used for the two local health department programs, Central Utah Health Department and Summit County Health Department. Program administrators provided sufficient information to estimate an approximate price per square foot for utilities, and this figure was used when the actual value of in-kind utilities was not available.

Two of the three University programs reported in-kind for indirect costs. Utah State University waives the indirect costs for the BWEIP programs Up to 3 and Southeast Early Intervention Program (SEEIP). Two indirect rates were analyzed, on-campus and off-campus. The off-campus rate was used to estimate the value of in-kind administrative services provided to SEEIP. For Up to 3, some of the children and families were served in Tremonton and Brigham City, where facilities were rented and paid out of the BWEIP budget. The same discounted off campus rate was applied to that portion of the Up to 3 budget estimated as allocated to those off-campus families and children. The on-campus rate, which is higher primarily because it includes facilities and associated costs such as utilities and custodial services, was reduced slightly and applied to the number of children served out of the Logan facility (Up to 3) to estimate in-kind resources for the remaining families. Details about these estimates and categories of in-kind are provided in Table 4. One university program, SUU, reported no in-kind resources or outside fundraising allocated to the BWEIP.

Private, nonprofit BWEIP programs varied in their provision of in-kind with two reporting no in-kind resources or fundraising—Prime Time 4 Kids and DDI Vantage. Kids On the Move and Kids Who Count received relatively small contributions from outside sources such as United Way and NuSkin. The lead administrator for the Provo Early Intervention Program (PEEIP) reported that the umbrella Easter Seals Northern Rocky Mountain organization had provided significant administrative personnel support through the national office. The Learning Center for Families’ (TLC) director reported that they used volunteers to provide services, some administrative and some direct services. These volunteers replaced staff they would otherwise need to hire. The Utah median wage rate for women was used to estimate the value of volunteer time for that program, due to the predominately female staff during May 2014.

Staff In-Kind From the Time Diary

The time diary information collected from local program staff during the month of May 2014 also revealed another area of in-kind support provided to local programs. It was estimated that the time staff spend serving children and families is greater than the time for which they were compensated. Early intervention staff that completed the time diary was largely salaried and benefitted and were “exempt” from overtime pay and rules. Therefore, they worked “off the clock” and received an annual salary and benefits for completing their required work based on the hours it took to complete the job.

Economies of Scale

Economies of scale (when costs decrease as the number served increases) can also be achieved by contracting with organizations that serve other families and children outside the BWEI

program. This was certainly true for school district programs like the Jordan School District early intervention program. Because the Jordan School District provides in-kind administrative support, such as in-kind facilities and utilities, to the Jordan BWEIP without charge, their BWEIP contract only has to cover a portion of the costs to serve the BWEIP children. Also, they assigned personnel on a part-time basis to serve BWEIP children and families, and paid the rest of the full-time staff by assigning them to serve older students in the district. It can be very difficult to hire qualified Physical Therapists and other related service personnel as they seek jobs that are full time benefited positions. Small rural programs, like Prime Time 4 Kids (PT4K) based in Vernal, that don't receive support from an umbrella school district, university or health department, find it challenging to staff some positions locally. For positions such as Speech/Language Therapist they contract with individuals on a limited hourly basis to travel from the Wasatch front each month and deliver required services. This can be costly in terms of mileage and time for those providers. Typically, programs that have to do this, negotiate a lower rate per hour for travel time and for appointments that result in a no show than for delivered service visits in order to help minimize the cost of these contracted services. This may have contributed to the reasons for shortages of staff and high cost of service delivery in these small rural programs.

Small programs often have “diseconomies of scale” in the resources used to support the program. Diseconomies occur when the average cost per child increases as the size of the program decreases. There are fixed and variable costs involved in the delivery of services. Fixed costs include things like facilities (building and utilities) and capital equipment (like office furniture and copy machines) that don't change much as child enrollment increases. Variable costs and resources are those that must increase in response to increased enrollment. Variable costs include direct service staff such as early interventionists, and speech and language therapists. All programs, regardless of size, require some of each of these resources in order to provide a full early intervention program, and required services to children and families. Smaller programs cannot spread their resources as efficiently, especially fixed resources, over as many children and families as larger programs and therefore they incur higher per child/family costs for those services. Travel costs per child/family are lower as enrollment increases in part because distances are shorter and it's easier to schedule families based on proximate addresses when scheduling home visits. As shown in the local program results section the highest average cost per child tended to be those programs where family and child enrollment was less than 100.

Cost Study Research Questions

The cost study team, which included BWEIP staff and the evaluator, laid out 15 primary research questions that were to be answered by this study (see Table 1). The BWEIP leadership staff met several times with the evaluator to identify state data sources—extant and to be collected—that would be used to answer each of those questions. Then personnel were assigned to work on collecting and analyzing data related to each of question. Personnel that were assigned to complete different cost study tasks included the cost study evaluator, BWEIP staff and staff from local BWEIPs. The questions are summarized here along with the section(s) in the report where the question is addressed.

Table 1: Research Questions Addressed by the Cost Study

Question Number	Research Question	Section Addressed
1	<p>What is the total average, minimum and maximum amount of costs spent on individual direct services? What is the cost for group intensity services?</p> <p>Audiology Assistive technology Psychological Family Training Health Nursing Nutrition Physical Therapy Occupational Therapy Speech/language Pathology Social Work Special Instruction Service Coordination Other</p>	Individual Program Reports; Program Comparisons
2	<p>What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?</p> <p>\$ Provider travel; \$ No Shows; \$ Paraprofessional supervision; Preparation; Consultation; Make/confirm appointments; Paperwork; and Data Entry</p>	Individual Program Reports; Program Comparisons
3	<p>What is the total and average (per child) amount spent on Other Required Components?</p> <p>Child find Outreach Referral \$ Eligibility Determination (Intake & Assessment) \$ Parent Fee Determination Transition \$ Professional Development Language Interpreters</p>	Individual Program Reports; Program Comparisons
4	<p>What is the cost of referrals that are enrolled in BWEIP? What is the cost of referrals that aren't enrolled in BWEIPs?</p>	Individual Program Reports
5	<p>What is the total, average, minimum and maximum amount of costs spent on Associated Activities related to Other Required Components</p> <p>\$ Provider travel; Preparation; Consultation; Make/confirm appointments; Paperwork; Data Entry; and, Other communication to anyone related to part C.</p>	Individual Program Reports; Program Comparisons
6	<p>What is the percentage of the total amount spent (statewide and by program) on direct services? What is the percentage of the total cost spent (statewide and by program) on administration?</p>	Individual Program Reports; Program Comparisons
7	<p>What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?</p>	Individual Program Reports; Program Comparisons
8	<p>What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.</p>	Individual Program Reports

Question Number	Research Question	Section Addressed
9	What is the total, average (mean), and minimum and maximum costs per child and family to deliver Utah early intervention Part C services under the BWEIP? Part C services include direct services and their associated activities, other required program components, and local and state administration.	Program Comparisons
10	What is the total <i>value of PIP</i> services provided through USDB?	Program Comparisons
11	What is the percent of total Part C funding and cost spent on <i>state administration and required state support services</i> ?	Program Comparisons
12	How much do different Part C activities <i>cost by program</i> ? What are the <i>differences between programs in cost</i> per child for travel, related services, etc.?	Program Comparisons

\$ Identify activities for which time was reported separately in order to estimate the cost of that specific activity

Utah Part C Cost Study Report: Individual Program Results

In this section we begin with a descriptive overview of each program followed by the individual program findings regarding the amount of time spent on various activities and the cost of those activities organized by the research question that is addressed. The research questions that are addressed by individual program data, Questions 1 through 8, are shown in Table 1. Each program report follows the order of these questions and the data are presented in order to address each one.

Table 2 summarizes some of the key variables that describe differences between the 15 BWEIPs statewide. This table summarizes program administrative agency, service coordination delivery model, size of the program, rural or urban or mixed geographic region for service delivery, counties and school districts in the region served, percent of population served and Medicaid or CHIP eligibility, numbers of children served as of December 1, 2013. Many of these variables, such as rural/urban and size including number of children enrolled in the program, directly influence the cost of services and are discussed in more detail in the next section.

Program Administrative Agency Type

There are two Utah Part C Early Intervention programs that are contracted with local health department programs: Central Utah Health Department and Summit County Health Department. Four Early Intervention contracts are with local school district programs and these are: Davis, Jordan, San Juan and Weber school districts. There are three Early Intervention programs operated by universities and two of these are run through Utah State University: the Up to 3 Program and Southeast Early Intervention Program. Southern Utah University also receives contracts for Utah Early Intervention services. Finally, there are six private, non-profit programs that receive contracts to deliver Early Intervention services in Utah. These are DDI Vantage, Kids on the Move, Kids Who Count, Provo Early Intervention Program (Easter Seals Northern Rocky Mountain), Prime Time 4 Kids and The Learning Center for Families. We report the findings for the individual programs in this section and we group them according to the type of administrative umbrella: health department, school district, university program and private non-profit. This organizational approach was selected because many of the early intervention costs, such as indirect and administration, are more similar within these groups. School districts, for example, all provide most of the facilities, utilities and much maintenance on those facilities, in-kind, without charge to the state BWEIP as do local health departments. Universities waive much of the indirect cost of running the early intervention program, which is normally a percent of total costs. University indirect rates and the amount provided in-kind vary widely between the institutions. Private, non-profit organizations tend to have fewer in-kind administrative resources from their umbrella organizations although there are variations within the six that are the focus of the cost study with some reporting no in-kind support and others a significant amount.

Table 2: Fifteen Local BWEIP Description

Program Name and type	Agency Type	Dec 1 2013 Child Count	Part C Program Size based on enrollment	Number of Sites	Rural/Urban	Number Medicaid or CHIP Eligible SFY	% of Population Served	Service Coordination Model	Counties	School districts
Central	Health Department	72	Small	1	Mixed Rural/Urban	36	2.20%	Blended	Juab, Millard, Piute, Sanpete, Sevier, Wayne	Juab, Millard, Piute, Sanpete, N. Sanpete, S. Sanpete, Sevier, Tintic, Wayne
Summit	Health Department	57	Small	1	Rural	25	2.24%	Blended	Summit, Wasatch	Park City, N. Summit, S. Summit, Wasatch
Davis	School District	288	Medium	2	Urban	75	1.69%	Dedicated	Davis	Davis
Jordan	School District	553	Large	1	Urban	153	2.46%	Blended	Salt Lake	Jordan, Canyons
San Juan	School District	28	Extra Small	1	Rural	18	3.79%	Blended	San Juan	San Juan
Weber	School District	258	Medium	1	Urban	107	2.12%	Blended	Weber, Morgan	Weber, Morgan
Southeast	University	76	Small	3	Rural	54	4.08%	Blended	Carbon, Emery, Grand	Carbon, Emery, Grand
SUU	University	70	Small	1	Rural	25	2.18%	Dedicated	Beaver, Iron, Garfield Kane	Beaver, Iron, Garfield Kane

Program Name and type	Agency Type	Dec 1 2013 Child Count	Part C Program Size based on enrollment	Number of Sites	Rural/Urban	Number Medicaid or CHIP Eligible SFY	% of Population Served	Service Coordination Model	Counties	School districts
Up to 3	University	216	Medium	2	Mixed Rural/Urban	101	2.29%	Dedicated	Box Elder, Cache, Rich	Cache, Logan, Box Elder, Rich
DDI Vantage	Non-Profit	832	Extra Large	4	Mixed Rural/Urban	479	2.42%	Dedicated	Salt Lake, Tooele, Duchesne	Murray, Duchesne, Salt Lake, Tooele, Granite
KOTM	Non-Profit	500	Large	1	Urban	155	2.59%	Dedicated	Utah	Alpine
KWC	Non-Profit	150	Medium	1	Urban	52	1.90%	Blended	Utah	Nebo
PEIP	Non-Profit	182	Medium	1	Urban	77	2.50%	Dedicated	Utah	Provo
PT4K	Non-Profit	97	Small	2	Rural	29	4.64%	Mixed	Uintah, Daggett	Uintah, Daggett, Duchesne
TLC	Non-Profit	179	Medium	1	Rural	112	2.73%	Mixed	Washington	Washington

Rural Urban Program Variations and Number of Children/Families Served

Another important variable that explains differences in cost is whether or not the program is **rural, urban or a mix of both**. Rural programs tend to have high travel costs and other “diseconomies of scale” that occur because costs, especially fixed costs, are not spread out over as many children as in urban programs; so we observe a higher cost per child in rural programs than in urban ones. A brief description of the rural or urban nature of the program is giving at the beginning of each section. The map that shows program BWEIP service boundaries is given in Figure 2.

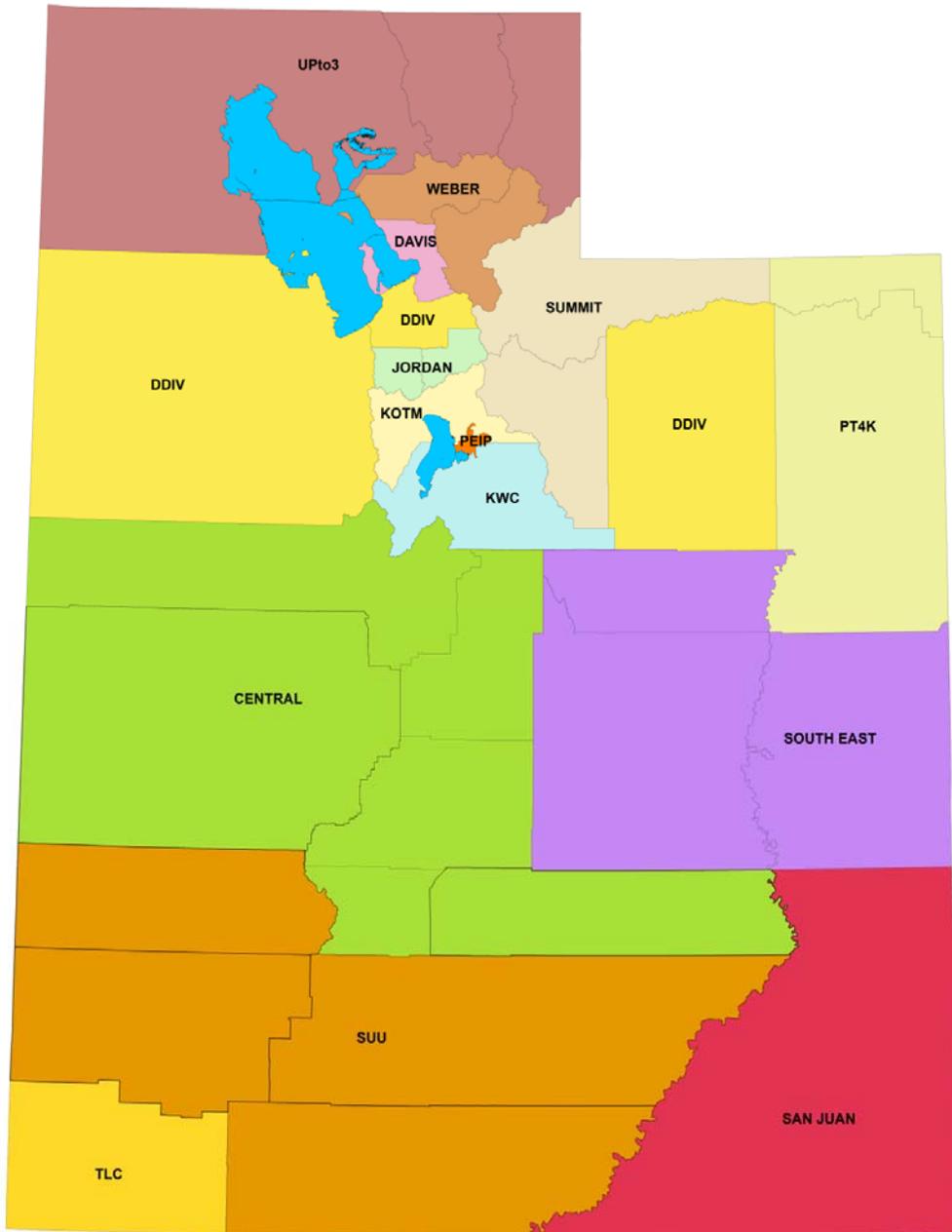


Figure 2: BWEIP map of local programs.

Service Coordination: Models and Activities are Varied

The *program Service Coordination model*—whether blended or dedicated is also described briefly for each program. In a blended service coordination model direct service providers, including physical and occupational therapists, speech language therapists, family interventionists and other types of service providers also do service coordination activities. In a dedicated service coordination model there are service coordinators that work with families doing only service coordination and do not provide other types of direct services. Some programs in Utah follow one model or the other while a few programs implement a mix of both blended and dedicated models. The Service coordination time diary data is presented with the other individual and group activities; there is also a separate discussion of service coordination at the end of the individual program descriptions.

Part C service coordination is not like other services because the activities that fall within service coordinator responsibilities as described in the Part C Federal enabling legislation, are quite different than other direct services. Specifically Part C legislation specifies that the service coordinator will undertake the activities as described in 17 below. The service coordinator is responsible for many of the services that, for purposes of this study, we label other required Part C components. These were described in the introduction to the report and include: child find, outreach, referral, IFSP development, billing (e.g., Medicaid, CHIP) for direct service and/or other required components, language interpreters, ongoing assessment, progress reviews/ 6 month reviews, transition, eligibility determination, parent fee program determination and follow-up, and professional development. The federal Part C legislative language provided below specifies many service coordination activities included in both services related to direct services and activities related to other required components on the time diary. Some of the activities that overlap between the legislation and the other required component time diary activities are bolded in the legislative language below. There is mention in the legislation of responsibilities related to scheduling appointments with families, coordinating evaluations and assessments, IFSPs, referrals and transitions. Clearly service coordination overlaps with other required components and those include direct services to families and children. Therefore the time reported under service coordination in the time diary is not inclusive of all service coordinator time, responsibilities and cost.

Because the BWEIP cost study is designed to measure the cost of many of these required components as separate activities, apart from other individual and group services that are provided including service coordination, much of the time that is service coordination is not reported as individual or group service coordination but as other required components and activities in support of those other required components.

The cost of service coordination is a difficult thing to measure in part because of the differences in the models of service coordination service delivery and in part because of the complexity of activities that are delivered by service coordinators. It is especially challenging to separate the cost of service coordination for providers that work in a blended service coordination model. That is because when they are delivering one of the other required components with a child and family they are often doing so as a service coordinator and as another direct service provider, such as speech/language pathologist. For example, if a child has a delay in speech, they would

receive services by a speech therapist. Therefore the speech therapist will be involved in the child/family assessment of need, both as a service coordinator and as a speech therapist. Separating the time the provider spends with the family in each of those roles is very difficult because the time is fulfilling dual purposes—as a speech/language assessment activity and as a service coordinator assessment activity. Data describing service coordination will be described within the other time diary activities and then, to the extent possible, the total service coordination time and cost is discussed at the end of each program section.

Table 3: Part C Legislation Regarding Service Coordination

Service coordination services (case management).

(a) *General.* (1) As used in this part, *service coordination services* mean services provided by a service coordinator to assist and enable an infant or toddler with a disability and the child's family to receive the services and rights, including procedural safeguards, required under this part.

(2) Each infant or toddler with a disability and the child's family must be provided with one service coordinator who is responsible for—

(i) **Coordinating all services** required under this part across agency lines; and

(ii) Serving as the single point of contact for carrying out the activities described in paragraphs (a)(3) and (b) of this section.

(3) **Service coordination is an active, ongoing process** that involves—

(i) Assisting parents of infants and toddlers with disabilities in gaining access to, and coordinating the provision of, the early intervention services required under this part; and

(ii) **Coordinating the other services** identified in the IFSP under §303.344(e) that are needed by, or are being provided to, the infant or toddler with a disability and that child's family.

(b) *Specific service coordination services.* Service coordination services include—

(1) Assisting parents of infants and toddlers with disabilities in obtaining access to needed early intervention services and other services identified in the IFSP, including **making referrals** to providers for needed services and **scheduling appointments** for infants and toddlers with disabilities and their families;

(2) Coordinating the provision of early intervention services and other services (such as educational, social, and medical services that are not provided for **diagnostic or evaluative** purposes) that the child needs or is being provided;

(3) **Coordinating evaluations and assessments;**

(4) **Facilitating and participating in the development, review, and evaluation of IFSPs;**

(5) Conducting referral and other activities to assist families in identifying available EIS providers;

(6) **Coordinating, facilitating, and monitoring the delivery of services** required under this part to ensure that the services are provided in a timely manner;

(7) Conducting follow-up activities to determine that appropriate part C services are being provided;

(8) Informing families of their **rights and procedural safeguards**, as set forth in subpart E of this part and related resources;

(9) **Coordinating the funding sources** for services required under this part; and

(10) Facilitating the development of a **transition plan** to preschool, school, or, if appropriate, to other services.

(c) *Use of the term service coordination or service coordination services.* The lead agency's or an EIS provider's use of the term *service coordination* or *service coordination services* does not preclude characterization of the services as case management or any other service that is covered by another payor of last resort (including Title XIX of the Social Security Act—Medicaid), for purposes of claims in compliance with the requirements of §§303.501 through 303.521 (Payor of last resort provisions).

Central Utah Health Department BWEIP

The Central Utah Early Intervention Program is a relatively small mixed rural/urban program in central Utah and is the lime green area shown in the BWEIP map. The number of children being served by Central on December 1, 2013 was 72. That is about 2.2% of the population of children birth to three in the service area. They used a blended Service Coordination model and approximately half of the children and families served were Medicaid or CHIP eligible.

Central Utah Health Department Cost Summary

Table 4 summarizes the total cost for Central Utah Health Department BWEIP, including in-kind costs of all resources, administration, personnel and non-personnel costs. This program ranks 6th in average cost per child out of the 15 programs that are funded and 13th in total cost out of 15 programs. The average cost per child is \$8,043.

Table 4: Central Utah Health Department Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$579,071	\$8,043	6	2%	13

Data to Address Research Questions by Individual Program

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 5 shows the results of the time diary for May 2014 for individual services. Table 6 shows the results for the same services in a group setting. The average cost per child for individual services was \$949 per child and those services comprise almost 12% of total cost for Central's

Table 5: Central Utah Health Department Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	315	\$51	\$3,237	\$45	0.56
Physical Therapy	2,367	\$33	\$15,403	\$214	2.66
Speech Language Therapy	3,160	\$40	\$25,211	\$350	4.35
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	3,135	\$27	\$17,239	\$239	2.98
Occupational Therapy	1,120	\$31	\$7,019	\$97	1.21
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	30	\$33	\$195	\$3	0.03
Subtotal for TOTAL	10,127	\$36	\$68,305	\$949	11.80

Table 6: Central Utah Health Department Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	1,935	\$27	\$10,640	\$148	1.84
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	0	\$0	\$0	\$0	0.00
Subtotal for TOTAL	1,935	\$27	\$10,640	\$148	1.84

BWEIP services. Most of the cost was incurred through the delivery of Speech Language Therapy, Special Instruction and Physical Therapy. Occupational Therapy was the fourth most intensive individual service delivered. Special instruction has the lowest average cost per hour for delivery among individual services that were provided.

Table 6 shows the same variables for group intensity services provided at Central Utah Health Department in May 2014. Special Instruction was the only service delivered in a group intensity setting and accounted for almost 2% of total cost of services.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
\$ No Shows;
\$ Paraprofessional supervision;
Preparation;
Consultation;
Make/confirm appointments;
Paperwork and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for 29% of the total time spent in May, and the costs are significant. Table 7 shows that the most time was spent in travel to deliver direct services. Travel time and cost was greater than the time and cost of all individual and group direct services combined as shown in previous Tables. Travel time was a key factor explaining some of the cost of services for this program. The delivery of services in the natural environment, most often the child/family home, is a required component of BWEIP services. Travel is part of the cost of providing services to the child and family in the natural environment.

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

Child find
Outreach
Referral
\$ Eligibility Determination (Intake & Assessment)
\$ Parent Fee Determination
Transition
\$ Professional Development
Language Interpreters

Table 7: Central Utah Health Department Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/ Confirming appoints	1,701	\$34	\$11,676	\$162	2.02
Paper work and Data entry	5,009	\$36	\$36,091	\$501	6.23
Preparation for Individual services	2,340	\$36	\$16,833	\$234	2.91
Preparation for Group services	3,130	\$27	\$17,211	\$239	2.97
Consultation	1,115	\$33	\$7,468	\$104	1.29
Travel	10,675	\$36	\$76,917	\$1,068	13.28
No show	335	\$36	\$2,389	\$33	0.41
Paraprofessional supervision	90	\$53	\$956	\$13	0.17
Child care	0	\$0	\$0	\$0	0.00
Total	24,395	\$37	\$169,540	\$2,355	29.28

Table 8 shows the time and cost for Other Required Components. Within this activity subgroup, child find, outreach, referral, and transition activities comprised the largest percentage of total cost, about 4% of the total cost or \$312 per child. The second highest cost was eligibility determination at \$221 per child/family and comprising almost 3% of the total cost. The average cost for eligibility determination was \$38 per hour.

Table 8: Central Utah Health Department Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	3,355	\$33	\$22,470	\$312	3.88
Eligibility determination	2,100	\$38	\$15,888	\$221	2.74
Parent fee program	120	\$37	\$881	\$12	0.15
Professional development	120	\$39	\$933	\$13	0.16
Total	5,695	\$37	\$40,171	\$558	6.94

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for Central referrals enrolled and not enrolled are shown in Table 9. May referrals were not representative of the entire year. A larger percentage of the children that were assessed for eligibility in May were enrolled compared to other months during FY14. Only one of the children referred during May did not enroll in the program or about 8% of those referred did not enroll in the program in May. For the year, using BTOTS, the percentage of children that were referred during FY14 and not enrolled, was 40%. The total cost to the program was just over \$6,300 in unreimbursed costs for those services. This doesn't include activities associated with eligibility determination, which is discussed in the next section.

Table 9: Central Utah Health Department Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	2,100	25,200	
Average hourly rate (\$)	\$37.83	\$37.83	
Total referrals cost (\$)	\$1,323.99	\$15,888	
Total eligible referrals (count)	12	144	92
Total non-eligible referrals (count)	1	12	62
Total referrals from BTOTS (count)	13	156	154
Average cost per referral (\$)	\$102	\$102	
Average hours per referral	2.69	2.69	
Total referral cost (\$) enrolled children/families	\$1,222	\$14,666	\$9,369.75
Total referral cost (\$) non-enrolled children/families	\$102	\$1,222	\$6,314.40

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$Staff travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 10 summarizes the time and cost of activities that are necessary to support other required components for Central Utah Health Department BWEIP. These costs are about 5% of total costs or \$417 per child/family served. The activity time and cost of no shows for those services was not a factor in the cost of these activities. Paperwork and data entry was the largest cost in this group at \$164 per child/family or about 2% of total cost. There is time-consuming paperwork associated with documenting both direct services and other required components. For example, the IFSP, BTOTS tracking system, compliance monitoring and assessment forms, etc. are all part of completing activities related to direct services and other required components.

Table 10: Central Utah Health Department Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	825	\$34	\$5,584	\$78	0.96
Paper work and Data entry	1,888	\$31	\$11,821	\$164	2.04
Travel	1,450	\$33	\$9,458	\$131	1.63
Consultation with staff or families	425	\$37	\$3,166	\$44	0.55
No shows	0	\$0	\$0	\$0	0.00
Total	4,588	\$34	\$30,030	\$417	5.19

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP development are done directly with the child and family but these activities were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings, and budgets.

The pie chart shown in Figure 3 displays the percent of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories comprised 24% of total cost. Non-personnel expenditures explained 15%, leave (both paid and unpaid) explaining 4% and in-kind costs (excluding in-kind administration) explained 5% of total cost.

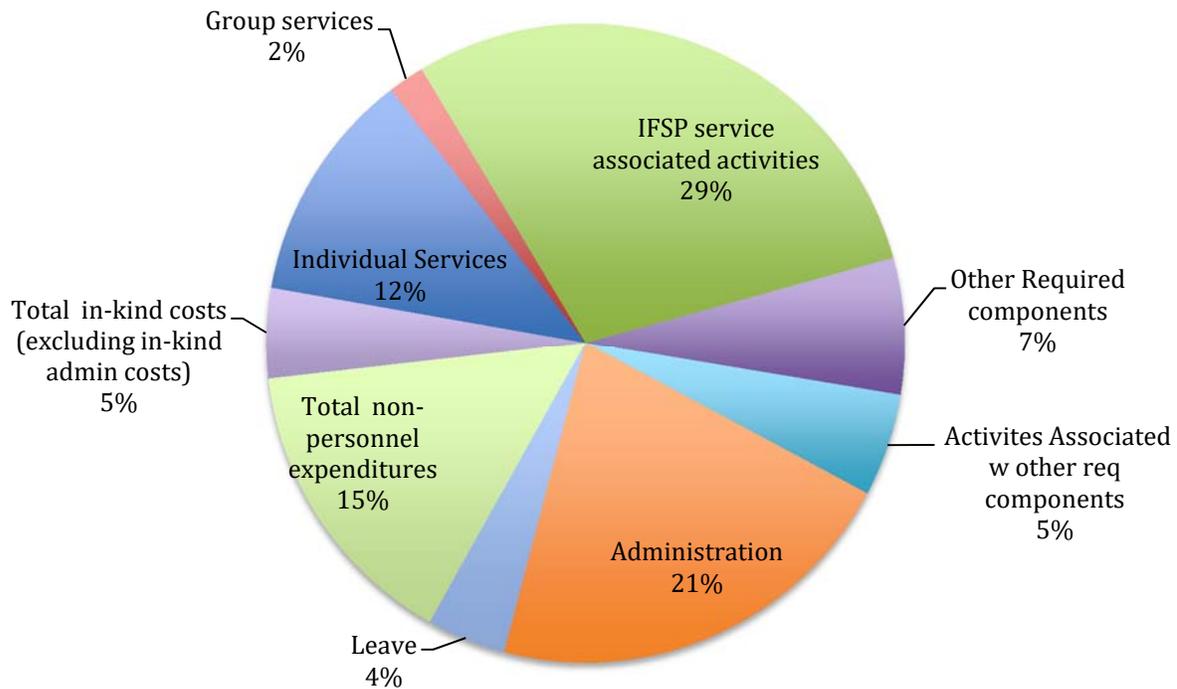


Figure 3: Central Utah Health Department Program: % of Activity Subtotals out of Total Cost

The 13 different types of direct services, both individual and group, accounted for about 14% of total cost and time. Activities associated with IFSP services accounted for another 29% of total cost. Other required components and activities associated with other required components were approximately 7% and 5% of total cost respectively. The cost of all direct service, other required components, and activities associated with both of those was 55% of total cost. Figure 3 shows that administrative costs accounted for another 21% of total activity cost. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to Central's BWEIP are shown in Figure 4. Total in-kind was approximately \$26,552 in FY14. Rental land and building were the biggest contributions estimated at \$18,018.

Utilities followed at \$5,285 per year, and other fundraising (other than the usual BWEIP funds described in Table 1 such as state and federal Part C, Medicaid and CHIP funds) added \$2,800 to the total. These in-kind supports and outside fundraising are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to Central were from the local Health Department that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

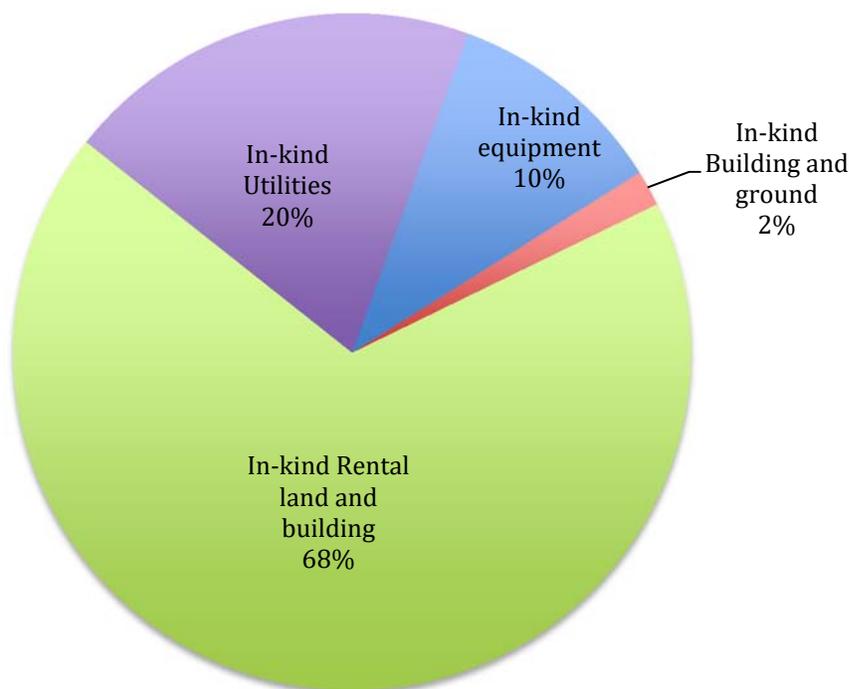


Figure 4: Central Utah Health Department In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 11 shows the Central Utah Health Department BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Nursing, Occupational Therapy, Physical Therapy, Service Coordination, Speech/Language Therapy, and Special Instruction were planned services at Central during FY14. Special instruction had the highest rate of planned services not delivered followed by Speech/Language Therapy. Of the 1,466 planned Special Instruction service visits, families cancelled 211 visits, and providers cancelled 9 of the planned visits. Parents did not show up for 180 visits resulting in a 73% of delivered Special Instruction services that were planned and delivered. Provider cancellations were zero for all other services. No shows were relatively small for other service

Table 11: Central Utah Health Department Planned and Delivered Services

Service	Total delivered services count	Family cancelled services count	Provider cancelled services count	No shows count	Total cancelled services count	Total planned services count	% of Planned Services that were Delivered	% of Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	25	1	0	1	2	27	93	7
Nutrition	0	0	0	0	0	0		
OT	257	28	0	5	33	290	89	11
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	357	29	0	1	30	387	92	8
Respite Care	0	0	0	0	0	0		
Service Coordination	249	3	0	0	3	252	99	1
SLP	469	88	0	16	104	573	82	18
Social Work	0	0	0	0	0	0		
Special Instruction	1,066	211	9	180	400	1,466	73	27

categories—16 for Speech/Language Therapy and 5 for Occupational Therapy. Family cancellations were 88 out of 573 total planned Speech Language visits, 29 for Physical Therapy and 28 for Occupational. Service Coordination achieved a very high 99% of all planned visits delivered to families.

Summit County Health Department BWEIP

The Summit County Health Department Early Intervention Program is a small rural program east of the Wasatch front and is the beige-colored area shown in the BWEIP map. The number of children being served by Summit on December 1, 2013, was 57. That is about 2.2% of the population of children birth to three in the service area. They use a blended Service Coordination model and approximately half of the children and families served are Medicaid or CHIP eligible.

Summit County Health Department Cost Summary

Table 12 summarizes the total cost for Summit County Health Department BWEIP, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 3rd in average cost per child out of the 15 programs that are funded and 12th in total cost out of 15 programs. The average cost per child is \$10,347.

Table 12: Summit County Health Department BWEIP Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$589,794	\$10,347	3	2%	12

Data to Address Research Questions by Individual Program

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 13 shows the results of the time diary for May, 2014 for individual services. The average cost per child for individual services is \$1,505 per child and those services comprise almost 15% of total cost for Summit's BWEIP services. Most of the cost is incurred through the delivery of Occupational Therapy, followed by Speech and Language Therapy, followed by Nursing services. Special Instruction has the lowest average cost per hour for delivery among individual services that were provided. Table 14 shows the same variables for group intensity services provided at Summit County Health Department in May 2014. Only Nutrition services were provided in a group setting at Summit at an average cost of \$5.00 per child/family served.

Table 13: Summit County Health Department Time and Cost for Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	0	0	0	0
Nursing	945	\$51	\$9,663	\$170	2
Physical Therapy	822	\$33	\$5,472	\$96	1
Speech Language Therapy	1,956	\$45	\$17,601	\$309	3
Family Training	410	\$50.48	\$4,139	\$73	1
Health Services	0	0	0	0	0
Nutrition	30	\$51	614	\$5	0
Psychological	0	0	0	0	0
Social Work	60	\$51	\$614	\$11	0
Special Instruction	80	\$24	\$376	\$7	0
Occupational Therapy	4382	\$50	\$43,961	\$771	7
Audiology	90	\$51	\$920	\$16	0
Service Coordination	285	\$48	\$2,712	\$48	0
Subtotal for TOTAL	9,060	\$45	\$85,764	\$1,505	15

Table 14: Summit County Health Department Time and Cost for Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	0	0	0	0
Nursing	0	0	0	0	0
Physical Therapy	0	0	0	0	0
Speech Language Therapy	0	0	0	0	0
Family Training	0	0	0	0	0
Health Services	0	0	0	0	0
Nutrition	30	\$51	\$307	\$5	0
Psychological	0	0	0	0	0
Social Work	0	0	0	0	0
Special Instruction	0	0	0	0	0
Occupational Therapy	0	0	0	0	0
Audiology	0	0	0	0	0
Service Coordination	0	0	0	0	0
Subtotal for group services	30	\$51	\$307	\$5	0

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
 \$ No Shows;
 \$ Paraprofessional supervision;
 Preparation;
 Consultation;
 Make/confirm appointments;
 Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for 24% of the total cost in May and during FY14. Similar to the Central Utah Health Department BWEIP, Table 15 shows that most time was spent in travel to deliver direct services. Travel time was less per child/family in Summit than in Central but it is still a key factor that explains cost of services for this program. The delivery of services in the natural environment, most often the child/family home, is a required component of BWEIP services. Travel is part of the cost of providing services to the child and family in the natural environment. Travel was followed by paper work and data entry and then consultation as the most time intensive and costly activities to support direct service delivery.

Table 15: Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	1,209	\$51	\$10,218	\$179	2
Paper work and data entry	4,007	\$42	\$33,864	\$594	6
Preparation for Individual services	1,084	\$42	\$8,805	\$154	1
Preparation for group services	90	\$41	\$920	\$16	0
Consultation	2,915	\$51	\$24,635	\$432	4
Travel	7,369	\$42	\$62,277	\$1,093	11
No show	420	\$41	\$3,411	\$60	1
Paraprofessional supervision	0	0	0	0	0
Child care	0	0	0	0	0
Subtotal for IFSP service associated TOTAL	17,094	\$43	\$144,131	\$2,529	24

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 16 shows the time and cost for Other Required Components. Child find, outreach, referral, and transition activities comprise the largest percentage of total cost within this activity subgroup; about 6% of the total cost or \$643 per child in Summit. The second highest cost is eligibility determination at \$474 per child/family and comprising almost 5% of the total cost. The average cost for eligibility determination is \$46 per hour.

Table 16: Summit Health Department Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	4,338	\$42	\$36,662	\$643	6.22
Eligibility determination	2,937	\$46	\$27,025	\$474	4.58
Parent fee program	218	\$44	\$1,921	\$34	.33
Professional development	1,847	\$38	\$14,120	\$248	2.39
Subtotal for other Required components	9,340	\$40	\$79,727	\$1,399	13.52

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for Summit referrals enrolled and not enrolled are shown in Table 17. May referrals were not representative of the entire year. Summit had 181 child referrals during FY14,

so the average is about 15 referrals per month rather than the 10 referred during May. During FY14 about 52% of the referrals were found eligible and 48% not eligible. That is similar to the proportion in May. The average cost per referral is estimated at \$225 resulting in almost an \$11,000 total cost for those children referred and not ultimately enrolled or reimbursed in the Summit BWEIP.

Table 17: Summit Health Department Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	2,937	35,244	
Average hourly rate (\$)	\$46.01	\$46.01	
Total referrals cost (\$)	\$2,252	\$27,025	
Total eligible referrals (count)	6	72	95
Total non-eligible referrals (count)	4	48	86
Total referrals from BTOTS(count)	10	120	181
Average cost per referral (\$)	\$225	\$225	
Average hours per referral	4.90	4.90	
Total referral cost (\$) enrolled children/families	\$1,351	\$16,215	
Total referral cost (\$) non-enrolled children/families	\$901	\$10,810	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 18 summarizes the time and cost of activities that are necessary to support other required components for Summit Health Department BWEIP. These costs are about 10% of total costs or \$1,052 per child/family served. The activity time and cost of no shows for those services was not a significant factor in the cost of these activities. Travel related to other required components was the most time and cost-consuming activity in this category and accounts for almost 4% of total cost or \$362 per child/family served. This is travel to do activities such as assessments and transition plans. Second most costly in this category was preparation and making/confirming appointments followed by paperwork and data entry. There is time-consuming paperwork associated with documenting both direct services and other required components. For example, the IFSP, BTOTS tracking system, compliance monitoring and assessment forms, etc., which are all part of completing activities related to direct services and other required components.

Table 18: Summit Health Department Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	1,971	\$42.26	\$16,657	\$292	2.82
Paper work and Data entry	1,436	\$39.60	\$11,372	\$200	1.93
Travel related to Other Required Components	2,534	\$40.68	\$20,614	\$362	3.50
Consultation with staff or families	1,296	\$42.26	\$10,953	\$192	1.86
No shows	50	\$35.75	\$358	\$6	.06
Subtotal for Other Required Component Total	7,297	\$40.11	\$59,954	\$1,052	10.17

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 5 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories comprise 17% of total cost with non-personnel expenditures explaining 4%, leave (both paid and unpaid) explaining 7% and in-kind costs (excluding in-kind administration) explaining 6% of total cost.

The 13 different direct services categories, within both group and individual, account for about 15% of total cost and time with group services rounded down to 0% in this analysis. Adding activities associated with IFSP services accounts for another 25% of cost. Other required components account for approximately 14% of cost and activities associated with those explains over 10% of total cost. Direct services, activities in support of direct services, other required components, and activities in support of other required components account for about 64% of total cost of Summit County Health Department’s BWEIP.

Figure 5 shows that administrative costs account for another 19% of total activity cost. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

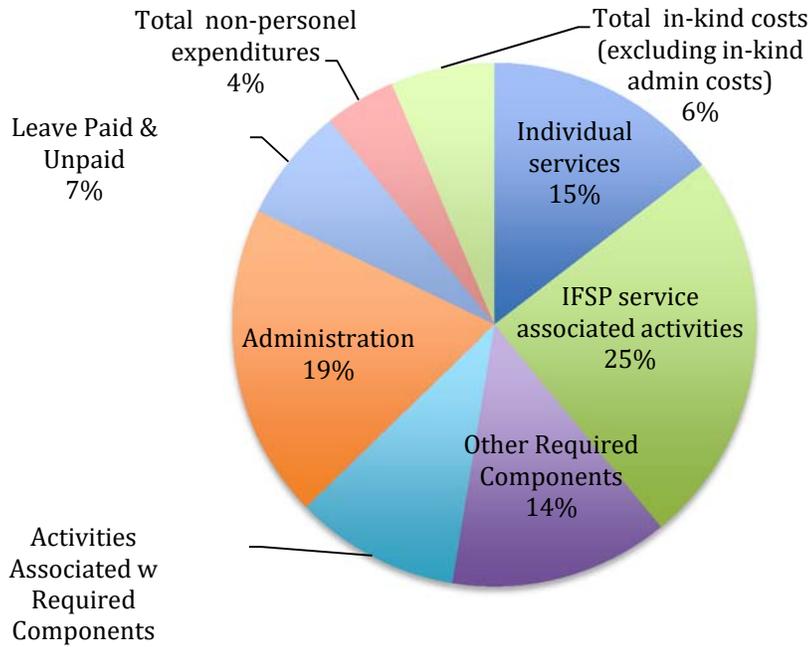


Figure 5: Summit County Health Department Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to Summit's BWEIP are shown in Figure 6. Total in-kind was approximately \$38,202 in FY14. Rental land and building were the biggest contributions estimated at \$22,506. Utilities followed at \$7,200 per year and in-kind building and grounds (custodial, maintenance)

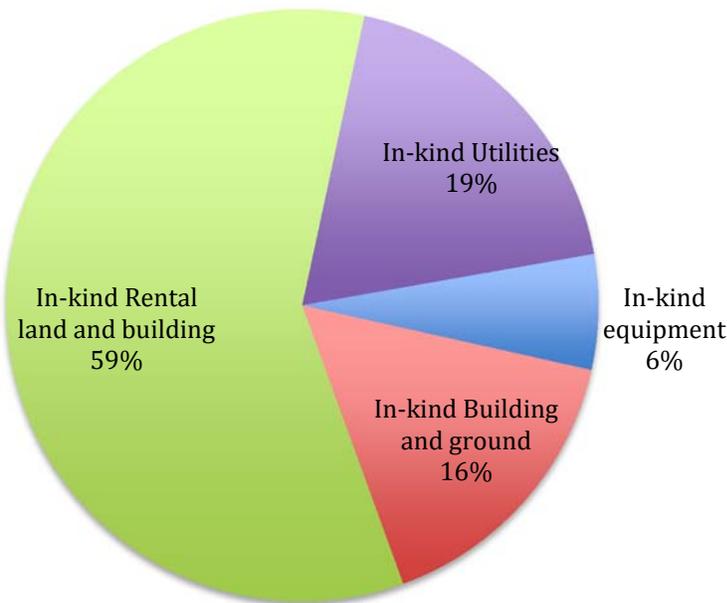


Figure 6: Summit County Health Department In-Kind Supports by Category

costs added \$6,096 to the total. These in-kind supports are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to Summit were from the local and state Utah Health Department that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 19 shows the Summit County Health Department BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered. Nursing, Occupational Therapy, Physical Therapy, Service Coordination, Speech and Language Therapy, and Special Instruction were planned services at Summit during FY14. Special Instruction has the highest rate of planned services not delivered followed by Speech and Language Therapy. Yet, Special Instruction is not a frequently planned or delivered service. No shows were relatively small for other service categories—22 for Speech and Language Therapy, 17 for Occupational Therapy and 11 for Nursing. Family cancellations were 72 out of 554 total planned Speech and Language Therapy visits, 8 out of 115 for Physical Therapy visits, and 74 out of 626 for Occupational Therapy service visits. Service Coordination achieved a very high 100% of all planned visits delivered to families.

Table 19: Summit Health Department Planned and Delivered Services

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	126	5	2	11	18	144	88	13
Nutrition	0	0	0	0	0	0		
OT	535	74	0	17	91	626	85	15
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	101	8	4	2	14	115	88	12
Respite Care	0	0	0	0	0	0		
Service Coordination	65	0	0	0	0	65	100	0
SLP	454	72	6	22	100	554	82	18
Social Work	0	0	0	0	0	0		
Special Instruction	7	3	0	1	4	11	64	36

Davis School District BWEIP

The Davis School District Early Intervention Program is a medium size, urban program north of Salt Lake City and it is the light pink area on the BWEIP map in Figure 2. The number of children being served by Central on December 1st, 2013 was 288. That is about 1.69% of the population of children birth to three in the service area. They used a dedicated Service Coordination model and approximately 25% of the children and families served were Medicaid or CHIP eligible.

Davis School District Cost Summary:

Table 20 summarizes the total cost for Davis School District, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 8th in average cost per child/family served out of the 15 programs and 5th in total cost. The average cost per child was \$7,107 including in-kind resources.

Table 20: Davis School District Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$2,046,915	\$7,107	8	8%	5

Data to Address Research Questions by Individual Program

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 21 shows the results of the time diary for May 2014 for individual services provided to Davis families and children. The average cost per child for individual services was \$1,060 and those services comprised about 15% of total cost for Davis’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction, followed by Physical Therapy and then

Occupational Therapy. Psychological services had the lowest cost per hour of service at \$24 per hour followed by Family Training at \$31 per hour. Table 22 shows the same variables for group intensity services provided at Davis School District in May 2014. Very small amounts of Special Instruction, Family Training, Speech Language Therapy, and Physical Therapy were provided in a group setting and these were less than 1% of total cost of services.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 21: Davis School District Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	580	\$46	\$5,389	\$19	0.26
Physical Therapy	5,025	\$75	\$75,684	\$263	3.70
Speech Language Therapy	5,839	\$41	\$47,378	\$165	2.31
Family Training	150	\$31	\$929	\$3	0.05
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	360	\$24	\$1,721	\$6	0.08
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	14,596	\$34	\$97,865	\$340	4.78
Occupational Therapy	5,445	\$61	\$66,822	\$232	3.26
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	840	\$57	\$9,506	\$33	0.46
Total	32,835	\$46	\$305,295	\$1,060	14.91

Table 22: Davis School District Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits,)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	120	\$69	\$1,659	\$6	0.08
Speech Language Therapy	240	\$42	\$1,998	\$7	0.10
Family Training	1,403	\$30	\$8,449	\$29	0.41
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	332	\$49	\$3,268	\$11	0.16
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	0	\$0	\$0	\$0	0.00
Total	2,095	\$48	\$15,374	\$53	0.75

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 25% of the total cost in May and during FY14 and these costs were significant, totaling \$1,800 per child and family served. Paperwork and data entry was the most costly at 8% of total cost followed by travel at almost 7%. Preparation for individual services, and consultation related to direct services followed at 4.7% and 2.6%, respectively. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category.

Table 23: Davis School District Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	3,801	\$43	\$32,830	\$114	1.60%
Paper work and data entry	19,498	\$42	\$165,017	\$573	8.06%
Preparation for Individual services	11,305	\$43	\$97,076	\$337	4.74%
Preparation for group services	2,740	\$35	\$19,212	\$67	0.94%
Consultation	6,285	\$43	\$53,729	\$187	2.62%
Travel	16,922	\$41	\$140,326	\$487	6.86%
No show	931	\$45	\$8,452	\$29	0.41%
Paraprofessional supervision	165	\$57	\$1,876	\$7	0.09%
Child care	0	\$0	\$0	\$0	0.00%
Subtotal for IFSP service associated TOTAL	61,647	\$44	\$518,518	\$1,800	25.33%

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$Professional Development
- Language Interpreters

Table 24 shows the time and cost for Other Required Components. Eligibility determination explained almost 6% of total cost and professional development 3.6%. This category accounts for almost 12% of the total cost of services provided by Davis School District BWEIP and that is a little less than the percentage of total cost for individual and group direct services.

Table 24: Davis School District Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	5,160	\$44	\$45,704	\$159	2.23
Eligibility determination	12,682	\$47	\$119,685	\$416	5.85
Parent fee program	290	\$42	\$2,413	\$8	0.12
Professional development	8,526	\$43	\$73,035	\$254	3.57
Subtotal for other Required components	26,658	\$44	\$240,837	\$836	11.77

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for the Davis School District Program for referrals, enrolled or not enrolled, are shown in Table 25. May referrals were higher than was typical throughout the year and constituted about 12% of total referrals for the year. In May about 39% of children referred were not eligible; for the year that percentage was significantly higher at 48%. In FY14 the cost of referrals not enrolled was estimated at \$46,544 a significant non-reimbursed cost of Part C service delivery. This doesn't include activities associated with eligibility determination, which is discussed in the next section.

Table 25: Davis School District Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	12,682	152,184	
Average hourly rate (\$)	\$47.19	\$47.19	
Total referrals cost (\$)	\$9,974	\$119,685	
Total eligible referrals (count)	44	528	374
Total non-eligible referrals (count)	28	336	349
Total referrals from BTOTS(count)	72	864	723
Average cost per referral (\$)	\$139	\$139	
Average hours per referral	2.94	2.94	
Total referral cost (\$) enrolled children/families	\$6,095	\$73,141	
Total referral cost (\$) non-enrolled children/families	\$3,879	\$46,544	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;

Paperwork;
Data Entry; and,
Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 26 summarizes the time and cost of activities that are necessary to support other required components for Davis School District BWEIP. These costs are about 13% of total costs or \$897 per child/family served. The activity time and cost of no shows for those services was not a significant factor in the cost of these activities. In Davis, preparation, consultation, making confirming appointments explained more of these costs than other activity categories at nearly 5% of total cost and \$353 per child and family served. Paperwork and data entry was the second largest cost in this group at \$325 per child/family or about 4.5% of total cost. There is time consuming preparation and paperwork associated with documenting both direct services and other required components. For example, the IFSP, BTOTS tracking system, compliance monitoring and assessment forms, etc., are all part of completing activities related to direct services and other required components.

Table 26: Davis School District Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	11,821	\$43	\$101,655	\$353	4.97
Paper work and Data entry	10,877	\$43	\$93,537	\$325	4.57
Travel related to Other Required Components	3,390	\$42	\$28,592	\$99	1.40
Consultation with staff or families	3,599	\$45	\$32,647	\$113	1.59
No shows	180	\$53	\$1,891	\$7	0.09
Subtotal for Other Required Component Total	29,867	\$45	\$258,321	\$897	12.62

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP development are done directly with the child and family but these were not included in individual or group direct service cost. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings, and budgets.

The pie chart shown in Figure 7 displays the percent of total cost for all of the activities discussed so far. In addition, it shows the percentage of total cost for non-personnel expenditures, personnel leave and in-kind cost. These three cost categories comprised 23% of total cost; leave, paid and unpaid, accounted for most of that at 17%. Non-personnel expenditures were only 2% of total cost and in-kind cost was 4%.

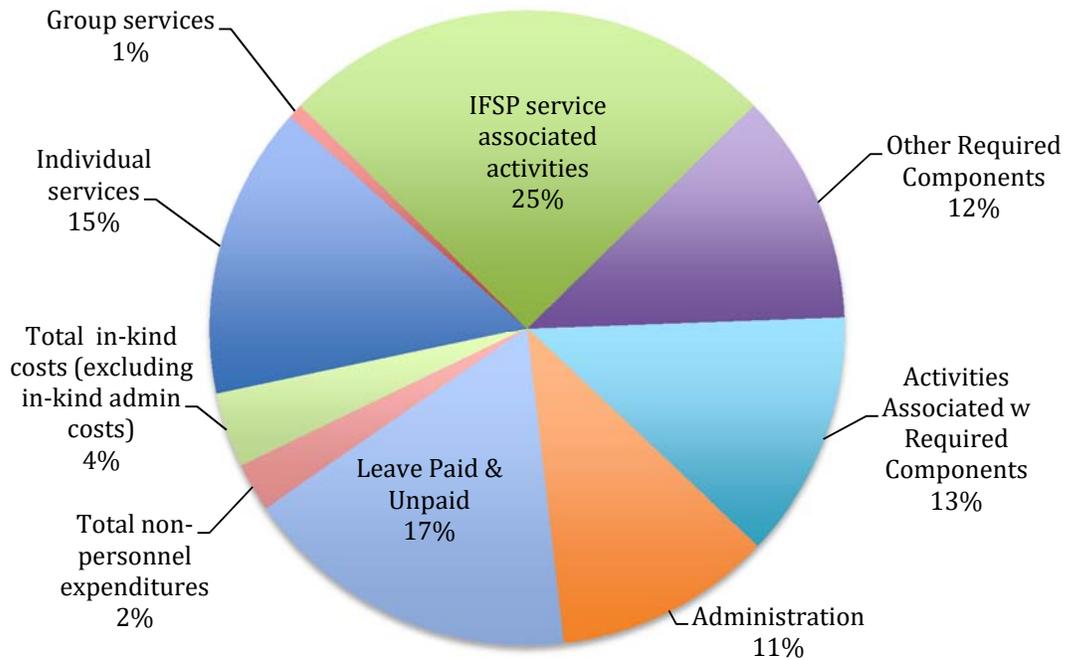


Figure 7: Davis School District Program: % of Activity Subtotals out of Total Cost

The 13 different direct types services, within both individual and group, accounted for about 16% of total cost and time. Activities associated with IFSP services accounted for another 25% of total cost. Other required components and activities associated with other required components were 12% and 13% respectively. The cost of all direct services other required components and activities associated with both of these was 66% of the total cost of Davis School District’s BWEIP.

Figure 7 shows that administration accounted for another 11% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to Davis school district’s BWEIP are shown in Figure 8. Total in-kind was \$78,296 in FY14. Almost half of that, \$30,482 was rental land and building and building and grounds accounted for another \$15,309. Insurance and capital equipment were also significant in-kind resources for this program. These in-kind supports are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor

in explaining total and average cost. The resources that were in-kind to Davis were from the local school district that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

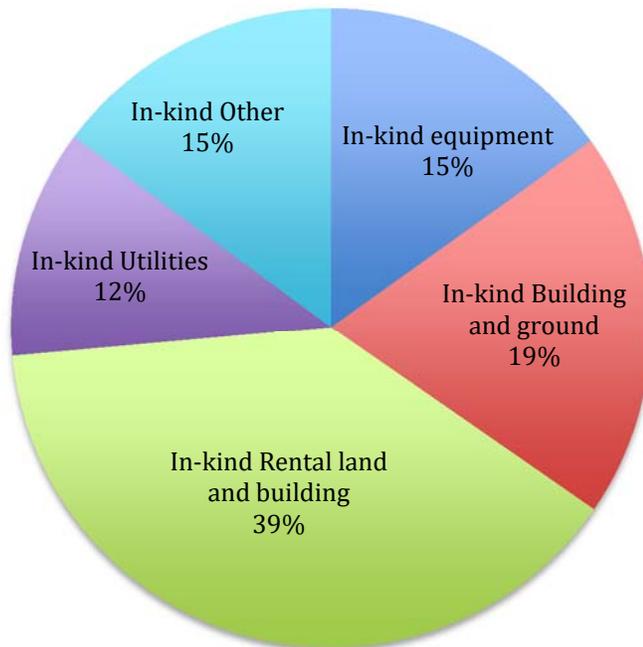


Figure 8: Davis School District In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 27 shows the Davis School District BTOTS data for FY14 for planned and delivered services, and the percentage delivered or cancelled either by providers or family members. It also shows the reason for services that were not delivered.

Special Instruction and Speech/Language Therapy had the highest delivered, cancelled and no show visits. Family Training, Occupational Therapy and Physical Therapy were similar in intensity of services planned and the rates of delivered service varied somewhat between them. Similar to Central and Summit, Davis’s rate of delivered services was highest for Service Coordination at 98% of planned services actually delivered and lowest for other EI services at 75%. There were 229 no shows for Family Training and 11 cancelled visits. There were 141 no shows for Special Instruction and 343 cancelled Special Instruction services.

Table 27: Davis School District Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	909	11	0	229	240	1149	79	21
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	155	12	0	1	13	168	92	8
Nutrition	0	0	0	0	0	0		
OT	988	94	54	39	187	1175	84	16
Other EI Services	24	5	0	3	8	32	75	25
Psychological	30	0	2	1	3	33	91	9
PT	859	82	9	38	129	988	87	13
Respite Care	0	0	0	0	0	0		
Service Coordination	786	6	0	8	14	800	98	2
SLP	1079	97	17	39	153	1232	88	12
Social Work	0	0	0	0	0	0		
Special Instruction	3691	343	58	141	542	4233	87	13

Jordan School District BWEIP

The Jordan School District Program is a large, urban program south of Salt Lake City and it is the light green color on the BWEIP map in Figure 2. The number of children served by Jordan on December 1, 2013 was 553. That was 2.46% of the population of birth to three year olds in the service area. They used a blended service Coordination model and approximately 27% of the children and families served were Medicaid or CHIP eligible.

Jordan School District Cost Summary

Table 28 summarizes the total cost for Jordan School District, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 14th in average cost per child and 3rd for total cost out of all 15 programs. The average cost per child for services was \$5,194. The Jordan School District program accounted for 12% of total Utah BWEIP costs.

Table 28: Jordan School District Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$2,872,531	\$5,194	14	12%	3

Data to Address Research Questions for the Jordan School District

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 29 shows the results of the time diary for May 2014 for individual services provided to Jordan school district families and children. The average cost per child for individual services was \$928 and those services comprised about 18% of total cost for Jordan’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction and Speech Language Therapy followed by Occupational Therapy. Of the services rendered, nursing had the lowest cost per hour at \$30 per hour followed by Family Training at \$31, and Special Instruction and Speech Language Therapy at \$33 per hour. Table 30 shows the same variables for group intensity services at Jordan School District in May 2014. Special Instruction, Family Training and Speech Language Therapy provided in a group setting totaled almost 4% of total cost of services.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 29: Jordan School District Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	3,075	\$30	\$18,678	\$34	0.65
Physical Therapy	9,945	\$49	\$96,703	\$175	3.37
Speech Language Therapy	19,298	\$33	\$128,587	\$233	4.48
Family Training	280	\$31	\$1,722	\$3	0.06
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	20,915	\$33	\$136,248	\$246	4.74
Occupational Therapy	13,210	\$45	\$119,596	\$216	4.16
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	1,540	\$38	\$11,759	\$21	0.41
Subtotal for group services	68,263	\$37	\$513,294	\$928	17.87

Table 30: Jordan School District Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	340	\$30	\$2,056	\$4	0.07
Family Training	1,065	\$38	\$7,991	\$14	0.28
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	19,325	\$24	\$93,971	\$170	3.27
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	15	\$32	\$96	\$0	0.00
Subtotal for group services	20,745	\$31	\$104,115	\$188	3.62

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 26% of total cost in May FY14 and these costs were significant, totaling \$1,367 per child and family served. Travel comprised 8% of total cost as did paperwork and data entry. Preparation for individual services and consultation followed at 3.4% and 2.2% respectively. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category.

Table 31: Jordan School District Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	7,261	\$37	\$53,180	\$96	1.85
Paper work and data entry	31,548	\$37	\$231,060	\$418	8.04
Preparation for Individual services	14,561	\$34	\$98,183	\$178	3.42
Preparation for group services	12,324	\$28	\$68,002	\$123	2.37
Consultation	8,645	\$37	\$63,280	\$114	2.20
Travel	31,959	\$36	\$231,473	\$419	8.06
No show	855	\$34	\$5,885	\$11	0.20
Paraprofessional supervision	790	\$29	\$4,515	\$8	0.16
Child care	25	\$53	\$264	\$0	0.01
Subtotal for IFSP service associated TOTAL	107,968	\$36	\$755,842	\$1,367	26.31

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 32 shows the time and cost for Other Required Components for early intervention service delivery. Child find, outreach, referral and transition explained almost 4% of total cost and eligibility determination over 2.5%. Professional development was almost 5% of total cost in May. All together this category accounts for almost 12% of total cost of services in the Jordan School District program.

Table 32: Jordan School District Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	15,463	\$37	\$113,248	\$205	3.94
Eligibility determination	9,645	\$38	\$72,723	\$132	2.53
Parent fee program	555	\$38	\$4,168	\$8	0.15
Professional development	19,395	\$37	\$142,650	\$258	4.97
Subtotal for other Required components	45,058	\$37	\$332,790	\$602	11.59

Research Question 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination, and the time spent on this activity.

The cost estimates for Jordan School District program referrals enrolled and not enrolled are shown in Table 48. May referrals totaled about 7% of the total during FY14 so were a little lower than was typical during that year. About 22% of the referrals in May were not eligible and that was similar to the 26% non-eligible during the entire fiscal year. The cost of eligibility determination for children and families not ultimately enrolled in early intervention totaled almost \$16,000 in Jordan, and that represents the minimum cost that was not reimbursed. This doesn't include activities **associated** with eligibility determination that is discussed in the next section.

Table 33: Jordan School District Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	9,645	115,740	
Average hourly rate (\$)	\$37.70	\$37.70	
Total referrals cost (\$)	\$6,060	\$72,723	
Total eligible referrals (count)	50	600	637
Total non-eligible referrals (count)	14	168	222
Total referrals from BTOTS(count)	64	768	859
Average cost per referral (\$)	\$95	\$95	
Average hours per referral	2.51	2.51	
Total referral cost (\$) enrolled children/families	\$4,735	\$56,815	
Total referral cost (\$) non-enrolled children/families	\$1,326	\$15,908	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 34 summarizes the time and cost of activities that are necessary to support other required components for the Jordan School District program. These costs are about 12% of total costs or \$622 per child/family served. The activity time and cost of no shows for those services was an insignificant factor in the cost of these activities. Paperwork and data entry was the largest cost in this group at \$317 per child/family or about 6% of total cost. There is time-consuming paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components.

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service cost. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

Table 34: Jordan School District Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	10,467	\$37	\$77,143	\$139	2.69
Paper work and Data entry	23,886	\$37	\$175,211	\$317	6.10
Travel related to Other Required Components	7,145	\$36	\$51,645	\$93	1.80
Consultation with staff or families	5,186	\$36	\$37,148	\$67	1.29
No shows	405	\$35	\$2,857	\$5	0.10
Subtotal for Other Required Component Total	47,089	\$36	\$344,003	\$622	11.98

The pie chart shown in Figure 9 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave, and in-kind cost. These three cost categories comprised about 22% of total cost and in-kind was the largest of these at 9%. Non-personnel expenditure was 6% and leave, paid and unpaid, was 7%.

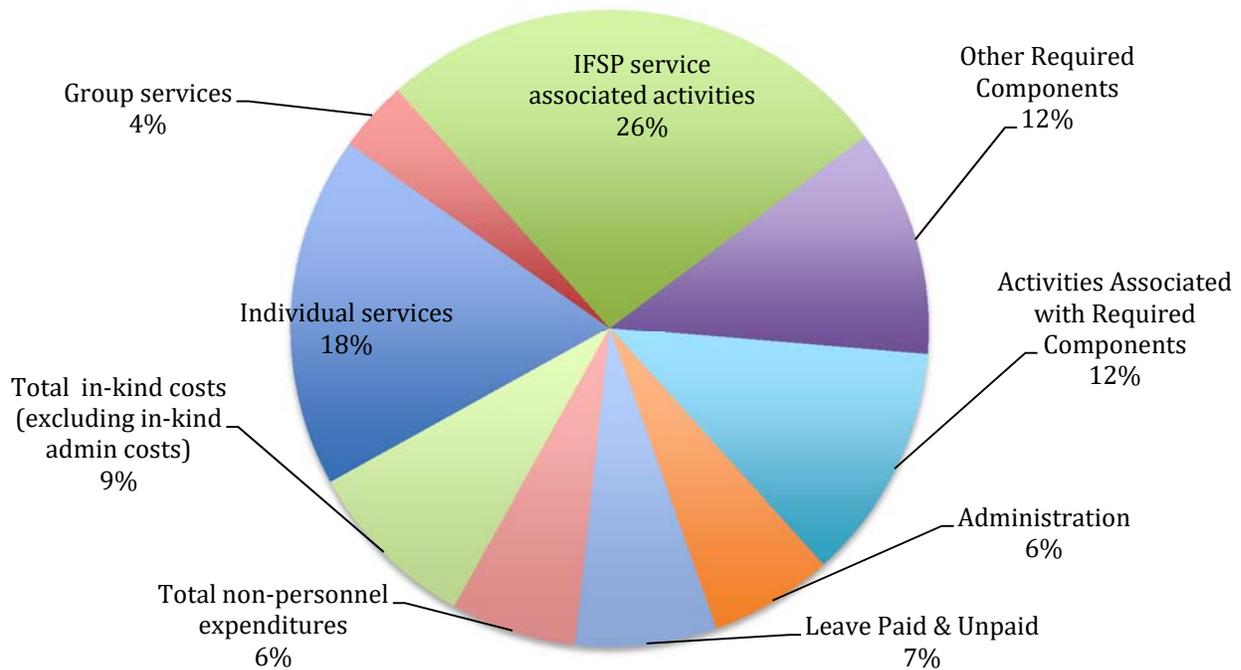


Figure 9: Jordan School District Program: % of Activity Subtotals out of Total Cost

The 13 different types of direct services, both individual and group, accounted for about 22% of total cost and time. Activities associated with IFSP services accounted for another 26% of total cost. Other required components and activities associated with other required components were each 12% of total costs. The cost of all direct service, other required components, and activities associated with both of those was 72% of total cost.

Figure 9 shows that administrative costs accounted for 6% of total activity costs. The remaining 22% of total cost was discussed above for leave, non-personnel and in-kind costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services, and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to Jordan’s school district BWEIP are shown in Figure 10. Total in-kind was \$266,022 in FY14. Over half of that, \$137,923 was rental land and building and building and grounds accounted for another \$42,500. Insurance, administrative personnel and capital equipment were also significant in-kind resources for this program. These in-kind supports are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to Jordan were from the local school district that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

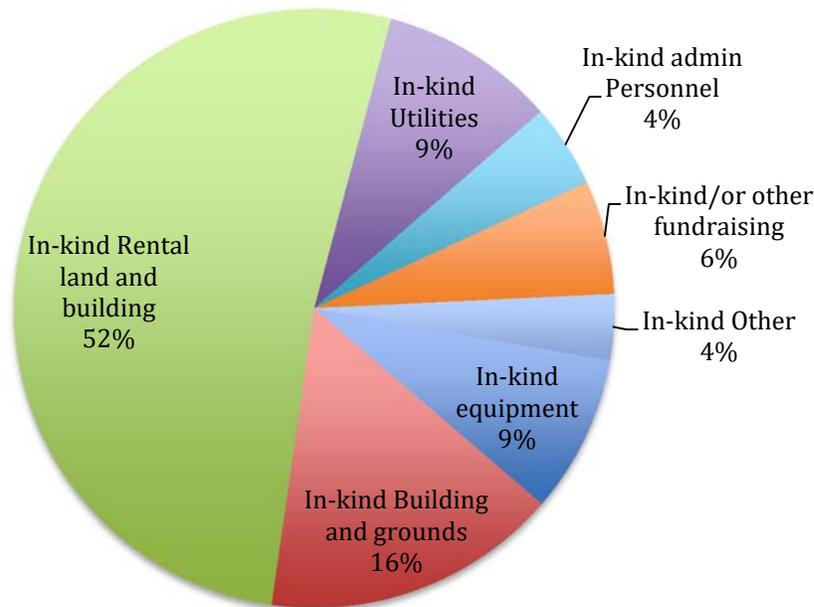


Figure 10: Jordan School District In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 35 shows the Jordan School District BTOTS data for FY14 planned and delivered services, and the percentage delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction and Speech and Language Therapy services were the most intensively planned services at the Jordan School District program. Occupational Therapy, Physical Therapy and then Service Coordination followed respectively. Nutrition and Service Coordination services had the highest rate of planned services that were delivered. Physical Therapy and Special Instruction had the lowest rate of planned services that were delivered. Family cancellations were the largest explanatory factor in the rate of services that were planned and not delivered. For Special Instruction, families cancelled 10% of planned visits, providers 2% and families didn't show up for about 8%. Overall the rates of delivered service varied from a low of 78% for Physical Therapy to a high of 100% for Nutrition services. Service Coordination was the second highest with a rate of planned services delivered at 97%.

Table 35: Jordan School District Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	298	26	4	28	58	356	84	16
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	0	0	0	0	0	0		
Nutrition	7	0	0	0	0	7	100	0
OT	1,993	335	68	63	466	2,459	81	19
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	1,723	392	30	57	479	2,202	78	22
Respite Care	0	0	0	0	0	0		
Service Coordination	1547	33	6	16	55	1602	97	3
SLP	4,087	603	138	162	903	4,990	82	18
Social Work	0	0	0	0	0	0		
Special Instruction	5,853	783	119	615	1,517	7,370	79	21

San Juan School District BWEIP

The San Juan School District, BWEIP is an extra small program serving children and families in one of the most rural regions of Utah in the southernmost part of the state encompassing the city of Blanding. It is the red colored area on the BWEIP map in Figure 2. Twenty-eight children representing approximately 3.8% of the total population of birth to three children in their service area were served on December 1st, 2013. At that time they had a blended Service Coordination model of service delivery. Approximately 64% of the children and families served were eligible for Medicaid or CHIP.

San Juan School District Cost Summary

Table 36 summarizes the total cost for San Juan School District BWEIP, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 1st in average cost per child out of 15 programs. Average cost was \$13,116 per child and family in FY14 when all in-kind personnel and district resources were estimated. The program is 15th in total cost and that is because they serve the fewest number of children in the state. It represents 2% of total cost of the statewide BWEIP.

Table 36: San Juan School District Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$367,242	\$13,116	1	2%	15

Data to Address Research Questions for the San Juan School District

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 37 shows the results of the time diary for May 2014 for individual services provided to San Juan School District BWEIP families and children. The average cost per child for individual services was \$1,748 and those services comprised about 13% of total cost for San Juan’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction, at \$776 per child and family served, and Speech Language Therapy at \$575 per child and family served. Assistive Technology and Service Coordination had the lowest cost per hour at \$26 per hour. Occupational Therapy was the most expensive service per hour at \$68 per hour of service followed by Physical Therapy and that was \$46 per hour. Table 38 shows the same variables for group intensity services at San Juan School District in May 2014. Very small amounts of Family Training and Service Coordination were provided in a group setting and these totaled less than 1% of the total cost of services.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 37: San Juan School District Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	15	\$26	\$79	\$3	0.02
Nursing	330	\$37	\$2,458	\$88	0.67
Physical Therapy	435	\$46	\$4,011	\$143	1.09
Speech Language Therapy	1,962	\$41	\$16,109	\$575	4.39
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	2,550	\$43	\$21,725	\$776	5.92
Occupational Therapy	80	\$68	\$1,084	\$39	0.30
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	660	\$26	\$3,476	\$124	0.95
Subtotal for TOTAL	6,032	\$41	\$48,942	\$1,748	13.33

Table 38: San Juan School District Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	45	\$66	\$593	\$21	0.16
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	0	\$0	\$0	\$0	0.00
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	225	\$34	\$1,509	\$54	0.41
Subtotal for group services	270	\$50	\$2,102	\$75	0.57

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for almost 41% of total cost and travel was the biggest reason for this large number. Travel for direct service delivery accounted for almost 19% of total per child cost of services and was larger than any other cost per child and family at \$2,440 per child. This was followed, as in many other programs, by paperwork and data entry at almost 13% of total cost or \$1,703 per child and family. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category. Preparation for individual services and consultation explained most of the rest of cost in this category at between 3% and 4% of total cost each.

Table 39: San Juan School District Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	455	\$46	\$4,184	\$149	1.14
Paper work and data entry	5,481	\$43	\$47,676	\$1,703	12.98
Preparation for Individual services	1,333	\$47	\$12,589	\$450	3.43
Preparation for group services	0	\$0	\$0	\$0	0.00
Consultation	1,354	\$47	\$12,834	\$458	3.49
Travel	7,130	\$48	\$68,317	\$2,440	18.60
No show	198	\$54	\$2,139	\$76	0.58
Paraprofessional supervision	120	\$59	\$1,413	\$50	0.38
Child care	0	\$0	\$0	\$0	0.00
Subtotal for IFSP service associated TOTAL	16,071	\$49	\$149,152	\$5,327	40.61

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 40 shows the time and cost for other required components for early intervention service delivery. Child find, outreach, referral and transition explained almost 3.5% of total cost and eligibility determination over 2.7%. Professional development was almost 2% of total cost in May. All together this category accounts for just over 8% of total cost of services in the San Juan School District BWEIP.

Table 40: San Juan School District Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	1,336	\$48	\$12,767	\$456	3.48
Eligibility determination	1,041	\$48	\$9,948	\$355	2.71
Parent fee program	15	\$59	\$177	\$6	0.05
Professional development	690	\$53	\$7,249	\$259	1.97
Subtotal for other Required components	3,082	\$52	\$30,140	\$1,076	8.21

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination was estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for San Juan School District Program referrals enrolled and not enrolled are shown in Table 41. May referrals totaled only about 3% of the total during FY14 so were not representative of FY14. The one referral in May was eligible. During FY14, 35% of all children referred were not eligible for services. The cost of eligibility determination based on May data for children and families not ultimately enrolled in early intervention was zero. Using the FY 14 data that showed 13 children and families referred and not found eligible the cost would be almost \$11,000. This doesn't include activities associated with eligibility determination, which is discussed in the next section.

Table 41: San Juan School District Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	1,041	12,492	
Average hourly rate (\$)	\$48	\$48	
Total referrals cost (\$)	\$829	\$ 9,948	
Total eligible referrals (count)	1	12	24
Total non-eligible referrals (count)	0	0	13
Total referrals from BTOTS(count)	1	12	37
Average cost per referral (\$)	\$829	\$829	
Average hours per referral	17	17	
Total referral cost (\$) enrolled children/families	\$829	\$9,948	
Total referral cost (\$) non-enrolled children/families	-	-	\$10,777

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 42 summarizes the time and cost of activities that are necessary to support other required components for San Juan School District BWEIP. These costs are about 7.5% of total costs or \$985 per child/family served. The activity time and cost of no shows for those services was not a factor in the cost of these activities. Travel, in this very small and rural district, accounted for more of these costs than any other activity at nearly 3% or \$351 per child and family served. Paperwork and data entry was the second largest cost in this group at \$299 per child/family or about 2.3% of the total cost and this was followed closely by Preparation, consultation, making and confirming appointments at 1.75% of the total cost. There is time-consuming paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components.

Table 42: San Juan School District Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	645	\$50	\$6,436	\$230	1.75
Paper work and Data entry	840	\$50	\$8,382	\$299	2.28
Travel related to Other Required Components	1,065	\$46	\$9,841	\$351	2.68
Consultation with staff or families	265	\$55	\$2,927	\$105	0.80
No shows	0	\$0	\$0	\$0	0.00
Subtotal for Other Required Component Total	2,815	\$50	\$27,587	\$985	7.51

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational, and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings, and budgets.

The pie chart shown in Figure 11 displays the percent of total cost of all of the activities discussed so far. In addition, it shows the percent of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories comprised 20% of total cost. In-kind cost accounted for most of that at 9%. Non-personnel expenditures were about 5% of total cost and unpaid and paid leave accounted for the final 6%.

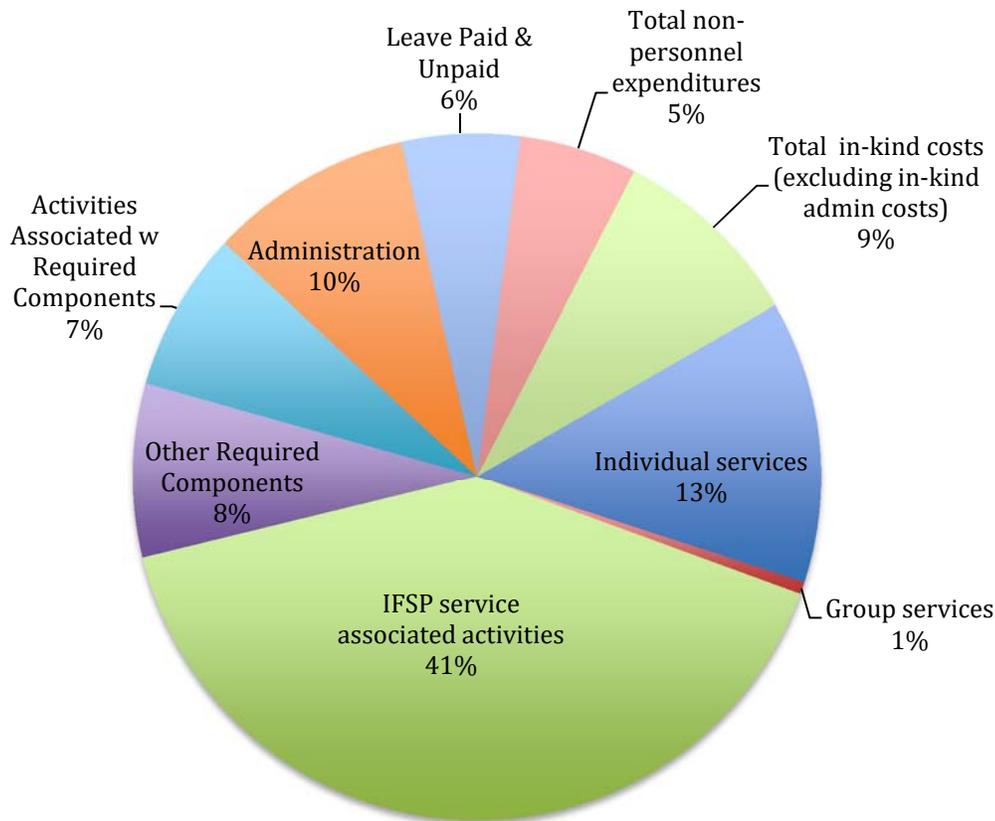


Figure 11: San Juan School District Program: % of Activity Subtotals out of Total Cost

The 13 different direct services categories within individual and group accounted for about 14% of total cost and time. Activities associated with IFSP services accounted for another 41% of total cost. Other required components accounted for 8% of FY14 cost and activities associated with those accounted for 7%. All together direct services, other required components, and activities in support of those accounted for 70% of total cost of San Juan School District's BWEIP.

Figure 11 shows that administration accounted for another 10% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

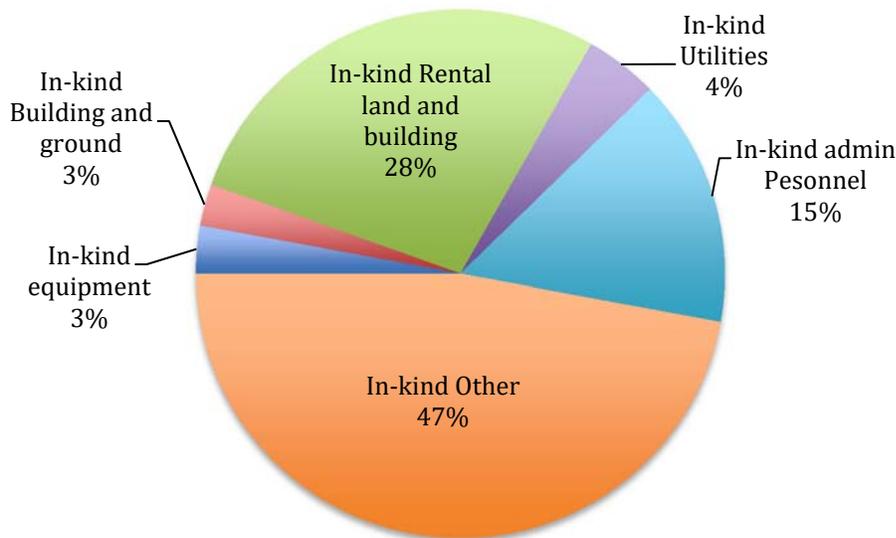


Figure 12: San Juan School District In-Kind Supports by Category

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to San Juan school district’s BWEIP are shown in Figure 12. Total in-kind was \$39,511 in FY14. Almost half of that, or \$18,610, was for other categories of expense such as property and liability insurance, capital equipment, vehicles for travel and capital improvements. In-kind rental land and building and building and grounds accounted for 31% of total in-kind costs in San Juan. Administrative personnel accounted for 15% of the total in-kind cost. These in-kind supports are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to San Juan BWEIP were from the local school district that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 43 shows the San Juan School District BWEIP BTOTS data for FY14 planned and delivered services, and the percent delivered or cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Speech and Language Therapy and Special Instruction were the services that were most frequently planned for delivery to San Juan children and families. These services were delivered at similar rates 70% for Speech and Language and 69% for Special Instruction with a high rate of no show for Special Instruction at 21%. The no show rate was almost 13% for Speech and Language Therapy services. This is a challenge because the travel cost to these services is so high in San Juan school District early intervention program. Physical Therapy and Nursing services were delivered at a fairly high rate—85% and 84% respectively. For every service except Special Instruction, families were more likely to cancel the service when they couldn’t attend than not show up for the service.

Table 43: San Juan School District Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	80	9	0	6	15	95	84	16
Nutrition	0	0	0	0	0	0		
OT	27	9	0	5	14	41	66	34
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	168	19	0	11	30	198	85	15
Respite Care	0	0	0	0	0	0		
Service Coordination	47	3	0	11	14	61	77	23
SLP	338	62	23	61	146	484	70	30
Social Work	0	0	0	0	0	0		
Special Instruction	302	38	6	94	138	440	69	31

Weber School District BWEIP

The Weber School District program served 258 children with disabilities and their families on December 1, 2013. This represented about 2.12% of the population of children birth to three in the region. The program is shown in the BWEIP map in Figure 2 as the brown colored area north of Salt Lake City that includes the city of Ogden. It is a medium sized program and the population is urban. Approximately 41% of the children and families served in FY 2014 were Medicaid or CHIP eligible. They used a blended Service Coordination model to serve families and children that were eligible for BWEIP services.

Weber School District Cost Summary

Table 44 summarizes the total cost for the Weber School District program, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 9th in average cost at \$6,824 per child and family served compared to the 15 early intervention program. It is 6th in total cost in the analysis of all programs. Approximately 7% of total cost for Utah BWEIP services went to children and families served at Weber School District Program.

Table 44: Weber School District Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$1,760,527	\$6,824	9	7%	6

Data to Address Research Questions for the Weber School District

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 45 shows the results of the time diary for May 2014 for individual services provided to Weber families and children. The average cost per child for individual services was \$1,223 and those services comprised about 18% of total cost for Weber’s BWEIP services. Most of the cost was incurred through the delivery of Speech and Language Therapy services at almost 9% of total cost or \$601 per child and family served, followed by Physical Therapy and Occupational Therapy at about 3% each or \$189 and \$204 per child and family served. Nursing services had the lowest cost per hour of service at \$40 per hour followed by Special Instruction at \$45 per hour. Table 46 shows the same variables for group intensity services provided at Weber School District in May 2014. Very small amounts of Speech and Language Therapy, Special Instruction, and Occupational Therapy and Social Work services were provided in a group setting and these were approximately 2.34% of total cost of services.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 45: Weber School District Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	1,560	\$40	\$12,564	\$49	0.71
Physical Therapy	4,285	\$57	\$48,645	\$189	2.76
Speech Language Therapy	14,835	\$52	\$155,001	\$601	8.80
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	2,745	\$57	\$31,232	\$121	1.77
Special Instruction	1,535	\$45	\$13,795	\$53	0.78
Occupational Therapy	4,610	\$57	\$52,621	\$204	2.99
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	140	\$57	\$1,593	\$6	0.09
Subtotal for TOTAL	29,710	\$52	\$315,452	\$1,223	17.92

Table 46: Weber School District Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	1,870	\$56	\$20,911	\$81	1.19
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	180	\$57	\$2,066	\$8	0.12
Special Instruction	2,150	\$39	\$16,794	\$65	0.95
Occupational Therapy	105	\$69	\$1,443	\$6	0.08
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	0	\$0	\$0	\$0	0.00
Subtotal for group services	4,305	\$55	\$41,214	\$160	2.34

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 30% of the total cost in May and during FY14 and these costs were significant, totaling over \$2,000 per child and family served. Paperwork and data entry was the most costly at almost 9% of total cost, followed by travel at almost 8%. Preparation and consultation related to group and individual direct services followed at 4% and 3% respectively. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category.

Table 47: Weber School District Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	2,510	\$52	\$25,886	\$100	1.47
Paper work and data entry	16,045	\$49	\$156,879	\$608	8.91
Preparation for Individual services	5,475	\$49	\$54,006	\$209	3.07
Preparation for group services	7,120	\$50	\$71,433	\$277	4.06
Consultation	5,928	\$52	\$61,137	\$237	3.47
Travel	13,096	\$51	\$133,419	\$517	7.58
No show	1,340	\$52	\$13,927	\$54	0.79
Paraprofessional supervision	225	\$55	\$2,495	\$10	0.14
Child care	750	\$17	\$2,595	\$10	0.15
Subtotal for IFSP service associated TOTAL	52,489	\$47	\$521,779	\$2,022	29.64

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 48 shows the time and cost for Other Required Components. Child find, outreach, referral and transition were the most costly activities in this category at almost 6.5% of total cost or \$439 per child and family served. Eligibility determination explained over 4% of total cost and professional development 3.6%. This category accounts for almost 15% of the total cost of services provided by Weber School District.

Table 48: Weber School District Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	12,270	\$46	\$113,236	\$439	6.43
Eligibility determination	7,140	\$52	\$73,967	\$287	4.20
Parent fee program	1,022	\$53	\$10,853	\$42	0.62
Professional development	6,485	\$49	\$63,340	\$246	3.60
Subtotal for other Required components	26,917	\$50	\$261,395	\$1,013	14.85

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for Weber School District Program referrals enrolled and not enrolled are shown in Table 49. May referrals were a little lower than was typical throughout the year and constituted about 7% of total referrals for the year. In May 40% of children referred were not eligible and for the year that percentage was a bit lower at about 35%. In FY14 the cost of referrals not enrolled was estimated at \$44,380 a significant non-reimbursed cost of Part C service delivery. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 49: Weber School District Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	7,140	85,680	
Average hourly rate (\$)	\$51.80	\$51.80	
Total referrals cost (\$)	\$6,164	\$73,967	
Total eligible referrals (count)	21	252	314
Total non-eligible referrals (count)	14	168	166
Total referrals from BTOTS(count)	35	420	480
Average cost per referral (\$)	\$176	\$176	
Average hours per referral	3.40	3.40	
Total referral cost (\$) enrolled children/families	\$3,698	\$44,380	
Total referral cost (\$) non-enrolled children/families	\$2,466	\$29,587	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 50 summarizes the time and cost of activities that are necessary to support other required components for Weber School District Program. These costs are about 16% of total costs or \$1,100 per child/family served. The activity time and cost of no shows for those services was not a significant factor in the cost of these activities. In Weber, paperwork and data entry comprised the largest percentage of total cost in this category at almost 7% or \$458 per child and family served followed by Preparation, consultation, making confirming appointments at about 4.5% of total cost and \$309 per child and family served. Consultation and travel followed these two activities in amount of time spent and the percent of total cost. There is time consuming preparation and paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all a part of completing activities related to direct services and other required components.

Table 50: Weber School District Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	8,600	\$46	\$79,612	\$309	4.52
Paper work and Data entry	12,742	\$46	\$118,089	\$458	6.71
Travel related to Other Required Components	3,067	\$50	\$30,604	\$119	1.74
Consultation with staff or families	6,073	\$45	\$54,800	\$212	3.11
No shows	55	\$55	\$602	\$2	0.03
Subtotal for Other Required Component Total	30,537	\$48	\$283,706	\$1,100	16.11

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational, and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 13 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories accounted for 5%, 7% and 4% respectively and totaled 16% of cost.

The 13 different direct services, including individual and group, accounted for about 20% of total cost and time. Activities associated with IFSP services accounted for another 30% of total cost. Other required components accounted for 15% of FY14 cost and activities associated with those accounted for 16%. All together direct services, other required components, and activities in support of those accounted for 81% of total cost of Weber School District’s BWEIP.

Figure 13 shows that administration accounted for only 3% of total activity costs. This was very low compared with other programs and there may be some in-kind administration costs that were not captured in Weber. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

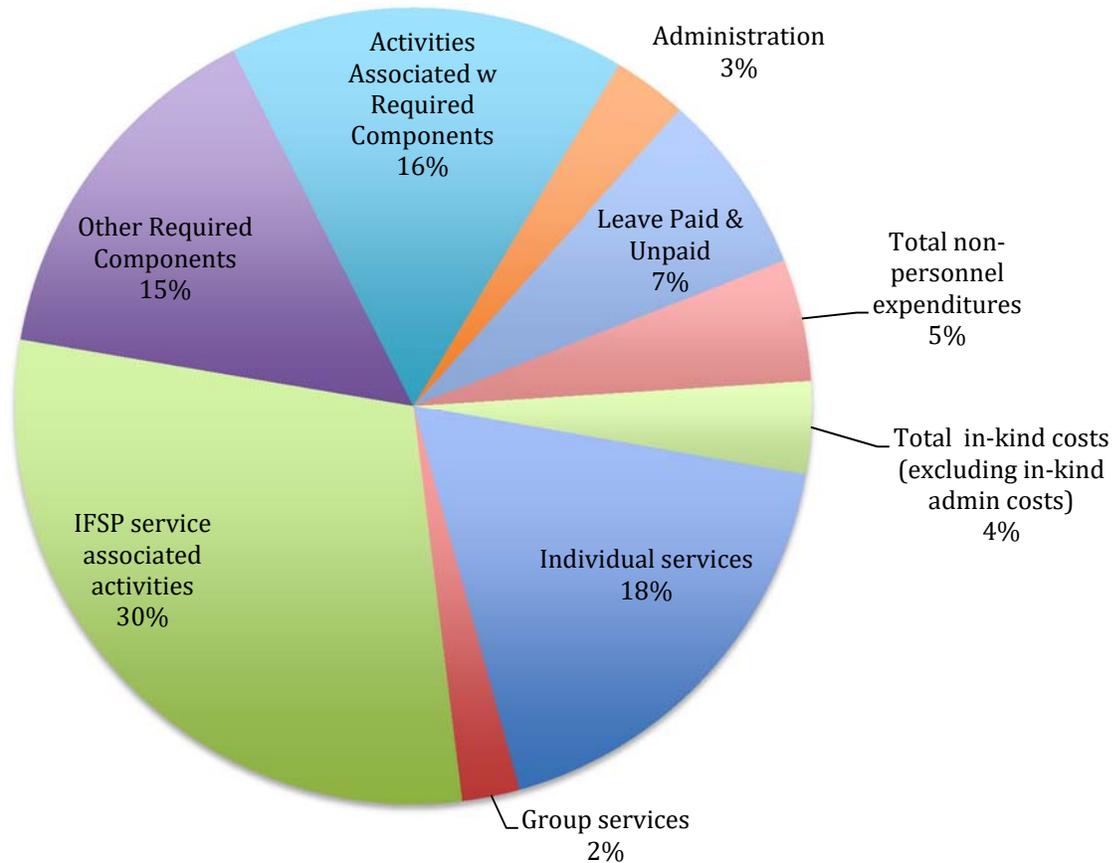


Figure 13: Weber School District Program: Percent of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to Weber's school district BWEIP are shown in Figure 14. Total in-kind was \$66,735 in FY14. Almost half of that, \$30,754 was rental land and building and building and grounds accounted for another \$9,456. Insurance, utilities and capital equipment were also significant in-kind resources for this program. These in-kind supports are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to Weber were from the local school district that does not charge the full cost of rent, utilities, or personnel to the BWEIP budget.

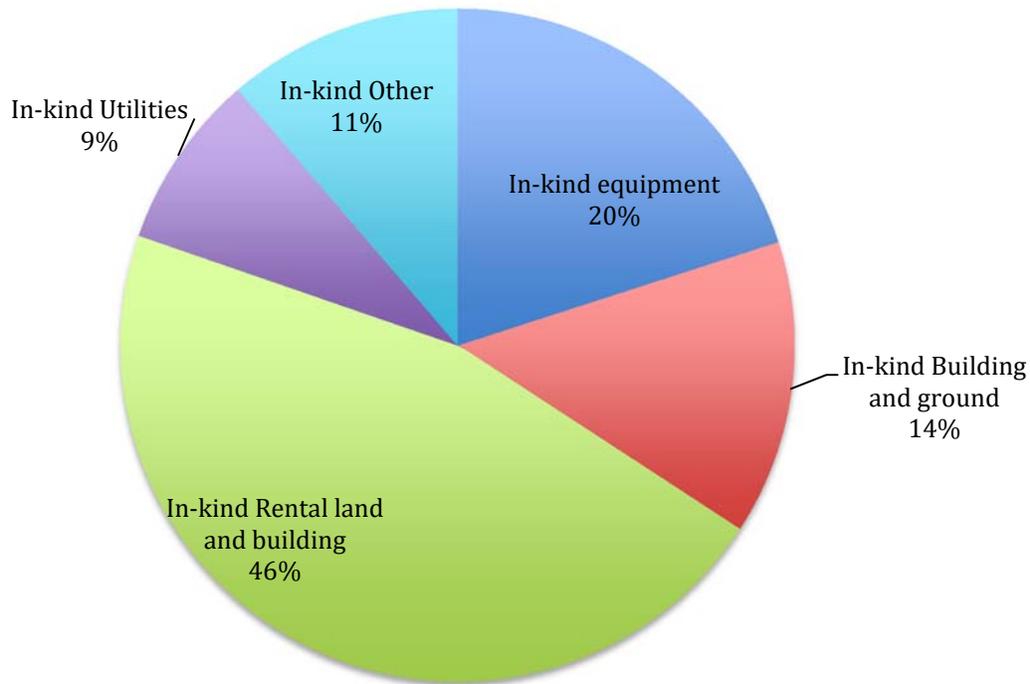


Figure 14: Weber School District In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 51 shows the Weber School District BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Speech and Language Therapy is the focus of planned services in Weber followed by Special Instruction and Occupational and Physical Therapy. Families cancelled about 17% of planned Speech and Language Therapy services and no shows explained another 6% of total services planned and not delivered. Families cancelled approximately 15% of Planned Special Instruction services and providers cancelled approximately 10% of those visits. Families did not show up for about 19% of those visits and that resulted in a 56% rate of planned Special Instruction services actually delivered. This rate ranged from a low of 56% for Special Instruction to a high of 90% for Service Coordination.

Private Non-Profit BWEIPs

There are six private non-profit local early intervention programs in Utah. In-kind cost estimates for these programs varied and two had no in-kind costs in FY14: DDI Vantage (DDIV) and Prime Time 4 Kids (PT4K). The other programs provided detailed descriptions of fundraising

Table 51: Weber School District Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	403	90	6	33	129	532	76%	24%
Nutrition	0	0	0	0	0	0		
OT	1144	325	72	104	501	1645	70%	30%
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	1002	278	50	82	410	1412	71%	29%
Respite Care	0	0	0	0	0	0		
Service Coordination	590	36	4	22	62	652	90%	10%
SLP	3479	812	158	278	1248	4727	74%	26%
Social Work	234	46	12	23	81	315	74%	26%
Special Instruction	1329	379	229	449	1057	2386	56%	44%

and other in-kind resources. Kids Who Count (KWC) and Kids on the Move (KOTM) both had relatively small in-kind—largely from fundraising and in the case of KWC, small donations of rental value to the BWEIP. The Provo Early Intervention Program (PEIP) is affiliated with Easter Seals Northern Rocky Mountain program and received significant administrative support from the regional office. The Learning Center for Families (TLC) used significant volunteer time to support the program services—both direct and administrative. They also showed some in-kind rent, and building and grounds support.

DDI Vantage BWEIP

DDI Vantage is an extra-large early intervention program that serves a mixed rural/urban region of Utah and is shown on the BWEIP map in Figure 2 as the yellow colored area. DDIV encompasses Salt Lake City, Tooele and Duchesne Counties. There were 458 children and families enrolled in the DDI Vantage Program on December 1st, 2013 and that represented about 2.42% of the total population of birth to three-year old children within their service area. Of those enrolled in the DDI Vantage program, about 58% were Medicaid or CHIP eligible.

DDI Vantage Cost Summary

Table 52 summarizes the total cost for DDI Vantage, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 7th in average cost per child and 1st in total cost, due in large part to the high number of families and children enrolled in this program in FY14. Average cost per child, including time spent by staff on activities that was not compensated during the time diary data collection in May was \$7,268 per child and family served. DDI Vantage constituted 25% of total cost for BWEIPs statewide.

Table 52: DDI Vantage Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$6,047,012	\$7,268	7	25%	1

Data to Address Research Questions for the DDI Vantage

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 53 shows the results of the time diary for May 2014 for individual services provided to DDI Vantage families and children. The average cost per child for individual services was \$837 and those services comprised about 12% of total cost for DDI Vantage's BWEIP services. Most of the cost was incurred through the delivery of Special Instruction at almost 6.5% of total cost or \$471 per child and family served, followed by Physical Therapy and Speech and Language therapy at about 2% each or \$166 and \$131 per child and family served. Family Training, Social Work and Service Coordination services all had relatively low cost per hour of service at less than \$30 each. Table 54 shows the same variables for group intensity services provided at DDI Vantage program in May 2014. Very small amounts of Special Instruction, and Service Coordination services were provided in a group setting and these were only 0.20% of total cost of services.

Table 53: DDI Vantage Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	1,675	\$50	\$16,649	\$20	0.28
Physical Therapy	14,373	\$48	\$137,942	\$166	2.28
Speech Language Therapy	11,541	\$47	\$109,188	\$131	1.81
Family Training	270	\$22	\$1,178	\$1	0.02
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	140	\$25	\$706	\$1	0.01
Special Instruction	53,101	\$37	\$392,269	\$471	6.49
Occupational Therapy	3,495	\$46	\$32,090	\$39	0.53
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	1,070	\$29	\$6,309	\$8	0.10
Subtotal for TOTAL	85,665	\$38	\$696,331	\$837	11.52

Table 54: DDI Vantage Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	70	\$39	\$551	\$1	0.01
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	1,475	\$36	\$10,514	\$13	0.17
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	125	\$41	\$1,026	\$1	0.02
Subtotal for group services	1,670	\$39	\$12,091	\$15	0.20

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
 \$ No Shows;
 \$ Paraprofessional supervision;
 Preparation;
 Consultation;
 Make/confirm appointments;
 Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for almost 20% of the total cost in May during FY14 and these costs were significant, totaling over \$1,400 per child and family served (see Table 55). Paperwork and data entry was the most costly at almost 7% of total cost followed by travel at over 6%. Preparation and consultation related to individual direct services followed at 3%. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category.

Table 55: DDI Vantage Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	11,781	\$37	\$86,507	\$104	1.43
Paper work and data entry	55,100	\$37	\$404,185	\$486	6.68
Preparation for Individual services	21,053	\$38	\$161,745	\$194	2.67
Preparation for group services	2,734	\$35	\$18,924	\$23	0.31
Consultation	14,605	\$37	\$106,720	\$128	1.76
Travel	49,692	\$38	\$372,917	\$448	6.17
No show	2,699	\$37	\$19,806	\$24	0.33
Paraprofessional supervision	1,091	\$43	\$9,366	\$11	0.15
Child care	130	\$37	\$952	\$1	0.02
Subtotal for IFSP service associated TOTAL	158,885	\$37	\$1,181,121	\$1,420	19.53

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 56 shows the time and cost for Other Required Components. Professional development constituted almost 5% of total cost and \$349 per child and family served. Child find, outreach, referral and transition followed professional development in this category at over 4% of total cost or \$312 per child and family served. Eligibility determination explained almost 3% of total cost. This category accounts for almost 12% of the total cost of services provided by DDI Vantage.

Table 56: DDI Vantage Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	36,717	\$35	\$259,502	\$312	4.29
Eligibility determination	23,419	\$36	\$169,926	\$204	2.81
Parent fee program	824	\$31	\$5,114	\$6	0.08
Professional development	39,689	\$37	\$290,522	\$349	4.80
Subtotal for other Required components	100,649	\$35	\$725,064	\$871	11.99

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that was estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for DDI Vantage program referrals enrolled and not enrolled are shown in Table 57. May referrals were quite representative of the year as a whole both in terms of the total number of referrals and the number of non-eligible referrals. In May about 32% of children referred were not eligible and for the year that percentage was slightly higher at 34%. In FY14 the cost of referrals not enrolled was estimated at \$54,068 a significant non-reimbursed cost of Part C service delivery. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 57: DDI Vantage Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	23,419	281,028	
Average hourly rate (\$)	\$36.28	\$36.28	
Total referrals cost (\$)	\$14,161	\$169,927	
Total eligible referrals (count)	90	1,080	1,015
Total non-eligible referrals (count)	42	504	520
Total referrals from BTOTS(count)	132	1,584	1,535
Average cost per referral (\$)	\$107	\$107	
Average hours per referral	2.96	2.96	
Total referral cost (\$) enrolled children/families	\$9,655	\$115,859	
Total referral cost (\$) non-enrolled children/families	\$4,506	\$54,068	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services, there are many activities that are necessary to support *other required components* in the BWEIPs. Table 58 summarizes the time and cost of activities that are necessary to support other required components for the DDI Vantage Program. These costs are about 19% of total costs or \$1,351 per child/family served. The activity time and cost of no shows for these services was not a significant factor in the cost of these activities. Paperwork and data entry comprised the largest cost in this group at \$616 per child – approximately 8.48% of total cost. There is time consuming preparation and paperwork associated with documenting both direct services and other required components—the IFSP, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components. Preparation, consultation, and making/confirming appointments accounted for about 6% of total cost or \$441 per child and family served. Travel and Consultation followed this activity in the amount of time spent and the percentage of total cost.

Table 58: DDI Vantage Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	50,838	\$36	\$366,992	\$441	6.07
Paper work and Data entry	71,854	\$36	\$512,901	\$616	8.48
Travel related to Other Required Components	21,350	\$38	\$163,510	\$197	2.70
Consultation with staff or families	10,433	\$37	\$77,109	\$93	1.28
No shows	485	\$36	\$3,487	\$4	0.06
Subtotal for Other Required Component Total	154,960	\$37	\$1,123,999	\$1,351	18.59

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP development are done directly with the child and family but was not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 15 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost in non-personnel expenditures, personnel leave and in-kind cost. DDI Vantage had no in-kind costs in FY14. The other two cost categories accounted for 20% of total cost, paid and unpaid leave time explained 11% and non-personnel expenditures explained the other 9%.

The 13 different types of direct services both individual and group, accounted for about 11% of total cost and time. Activities associated with IFSP services accounted for another 20% of total cost. Other required components and activities associated with other required components 12% and 19% respectively. The cost of all direct services, other required components and activities associated with both of those accounted for 62% of total cost.

Figure 15 shows that administration accounted for 18% of total activity costs. This is similar to some of the other programs such as Central Utah Health Department Program that had 21% administrative cost. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

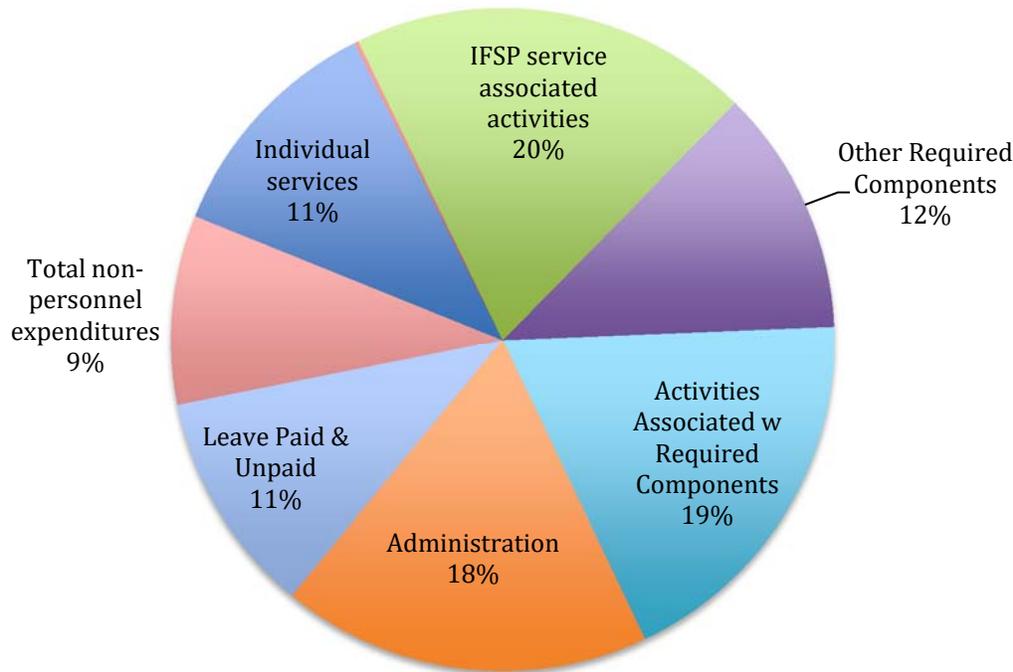


Figure 15: DDI Vantage Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

DDI Vantage was one of three programs that did not have in-kind costs during FY14.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 59 shows the DDI Vantage BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction, Physical Therapy, and Speech Language Therapy, were the focus of most of the planned services in the DDI Vantage program. These were followed by Service Coordination, and Occupational therapy as the fifth and sixth highest. Families cancelled 14% of planned Physical Therapy services and no shows explained another 4% of total Physical Therapy services planned and not delivered. Families cancelled 10% of planned Special Instruction services and another 6% of Special Instruction services resulted in no show by the family. The rate of delivered services out of total planned services ranged from a low of 73% for Family Training to a high of 95% for Service Coordination.

Table 59: DDI Vantage Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	16	1	0	5	6	22	73	27
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	262	33	6	10	49	311	84	16
Nutrition	0	0	0	0	0	0		
OT	1,251	160	17	56	233	1,484	84	16
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	3,822	651	99	184	934	4,756	80	20
Respite Care	0	0	0	0	0	0		
Service Coordination	3,527	69	7	94	170	3,697	95	5
SLP	3,146	420	77	143	640	3,786	83	17
Social Work	0	0	0	0	0	0		
Special Instruction	11,996	1,459	409	831	2,699	14,695	82	18

Kids on the Move BWEIP

Kids on the Move (KOTM) is a private non-profit BWEIP that served 500 children and families on December 1st, 2013. This represented 2.59% of the birth to three population of children in that region of Utah. They used a dedicated Service Coordination model to serve families and children in the program. They are a large, urban program and about 1/3 of the children and families served were Medicaid or CHIP eligible. KOTM serves the yellow region south of Salt Lake City as shown on the BWEIP map in Figure 2 of the report.

KOTM Cost Summary

Table 60 summarizes the total cost for KOTM, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 10th in average cost per child and 2nd in total cost out of 15 programs. Approximately 13% of total BWEIP costs statewide went to support services at KOTM. The average cost per child, including all in-kind from activity diaries and other sources, was \$6,465 per child and family served.

Table 60: KOTM Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$3,232,649	\$6,465	10	13%	2

Data to Address Research Questions for the KOTM

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 61 shows the results of the time diary for May, 2014 for individual services provided to KOTM families and children. The average cost per child for individual services was \$852 and those services comprised about 13% of total cost for KOTM’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction at almost 5% of total cost or \$302 per child and family served, followed by Occupational Therapy, Physical Therapy and Speech and Language Therapy at about 2% to 3% each or \$200, \$147 and \$181 per child and family served respectively. Family Training, Special Instruction, Social Work and Service Coordination services all had relatively low cost per hour of service at less than \$30 each and very low service delivery and total cost. Table 62 shows the same variables for group intensity services provided at KOTM program in May 2014. Small amounts of Special Instruction, Family Training and Physical Therapy Services were provided in a group setting and these were only 2.20% of total cost of services and totaled \$143 per child and family served in group intensity services.

There are four additional activity categories that answer the cost study research questions 2), 3), 4), 5), and 6). They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 61: KOTM Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0.00	\$0.00	\$0.00	0.00
Nursing	80	\$32.14	\$514.19	\$1.03	0.02
Physical Therapy	8,689	\$42.29	\$73,493.69	\$146.99	2.27
Speech Language Therapy	11,380	\$39.80	\$90,582.59	\$181.17	2.80
Family Training	470	\$24.07	\$2,262.69	\$4.53	0.07
Health Services	0	\$0.00	\$0.00	\$0.00	0.00
Nutrition	0	\$0.00	\$0.00	\$0.00	0.00
Psychological	0	\$0.00	\$0.00	\$0.00	0.00
Social Work	30	\$24.53	\$147.18	\$0.29	0.00
Special Instruction	28,503	\$26.46	\$150,852.96	\$301.71	4.67
Occupational Therapy	10,595	\$47.31	\$100,244.78	\$200.49	3.10
Audiology	0	\$0.00	\$0.00	\$0.00	0.00
Service Coordination	1,603	\$25.27	\$8,100.06	\$16.20	0.25
Subtotal for TOTAL	61,350	\$32.73	\$426,198.14	\$852.40	13.18

Table 62: KOTM Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0.00	\$0.00	\$0.00	0.00
Nursing	0	\$0.00	\$0.00	\$0.00	0.00
Physical Therapy	310	\$38.75	\$2,402.79	\$4.81	0.07
Speech Language Therapy	0	\$0.00	\$0.00	\$0.00	0.00
Family Training	3,174	\$31.70	\$20,121.76	\$40.24	0.62
Health Services	0	\$0.00	\$0.00	\$0.00	0.00
Nutrition	0	\$0.00	\$0.00	\$0.00	0.00
Psychological	0	\$0.00	\$0.00	\$0.00	0.00
Social Work	0	\$0.00	\$0.00	\$0.00	0.00
Special Instruction	7,992	\$29.94	\$47,852.69	\$95.71	1.48
Occupational Therapy	120	\$47.55	\$1,141.22	\$2.28	0.04
Audiology	0	\$0.00	\$0.00	\$0.00	0.00
Service Coordination	0	\$0.00	\$0.00	\$0.00	0.00
Subtotal for group services	11,596	\$36.99	\$71,518.45	\$143.04	2.21

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for almost 22% of the total cost in May and during FY14 and these costs were significant, totaling over \$1,400 per child and family served. Paperwork and data entry was the most costly at over 9% of total cost followed by travel at over 6%. Preparation and consultation related to individual direct services followed at 2%. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category.

Table 63: KOTM Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	6,450	\$32.56	\$42,001.10	\$84.00	1.30%
Paper work and data entry	48,005	\$31.24	\$299,975.40	\$599.95	9.28%
Preparation for Individual services	10,227	\$32.60	\$66,689.53	\$133.38	2.06%
Preparation for group services	5,584	\$31.72	\$35,422.75	\$70.85	1.10%
Consultation	9,984	\$31.92	\$63,728.10	\$127.46	1.97%
Travel	31,821	\$31.31	\$199,284.72	\$398.57	6.16%
No show	1,217	\$34.79	\$8,466.74	\$16.93	0.26%
Paraprofessional supervision	415	\$41.32	\$3,429.32	\$6.86	0.11%
Child care	40	\$26.67	\$213.36	\$0.43	0.01%
Subtotal for IFSP service associated TOTAL	113,743	\$32.68	\$719,211.03	\$1,438.42	22.25%

Research Question 3: What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 64 shows the time and cost for Other Required Components. Professional development constituted almost 5% of total cost and \$296 per child and family served. Child find, outreach, referral and transition followed professional development in this category was similar in percentage of total cost at almost 5% of total cost or \$309 per child and family served. Eligibility determination explained almost 4% of total cost. This category accounts for almost 14% of the total cost of services provided by KOTM.

Table 64: KOTM Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	24,246	\$31.86	\$154,511.16	\$309.02	4.78
Eligibility determination	20,769	\$31.48	\$130,766.52	\$261.53	4.05
Parent fee program	1,133	\$25.51	\$5,779.70	\$11.56	0.18
Professional development	23,887	\$31.03	\$148,235.04	\$296.47	4.59
Subtotal for other Required components	70,035	\$29.97	\$439,292.42	\$878.58	13.59

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that was estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for KOTM Program referrals enrolled and not enrolled are shown in Table 81. May referrals were quite representative of the year as a whole both in terms of the total number of referrals and the number of non-eligible referrals. In May about 42% of children referred were not eligible and for the year that percentage was slightly higher at 43%. In FY14 the cost of referrals not enrolled was estimated at \$55,060 a significant non-reimbursed cost of Part C service delivery. This doesn't include activities **associated** with eligibility determination that is discussed in the next section.

Table 65: KOTM Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	20,769	249,228	
Average hourly rate (\$)	\$31.48	\$31.48	
Total referrals cost (\$)	\$10,897	\$130,766	
Total eligible referrals (count)	55	660	640
Total non-eligible referrals (count)	40	480	496
Total referrals from BTOTS(count)	95	1,140	1,136
Average cost per referral (\$)	\$115	\$115	
Average hours per referral	3.64	3.64	
Total referral cost (\$) enrolled children/families	\$6,309	\$75,707	
Total referral cost (\$) non-enrolled children/families	\$4,588	\$55,060	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 66 summarizes the time and cost of activities that are necessary to support other required components for the KOTM Program. These costs are about 11% of total costs or \$740 per child/family served. The activity time and cost of no shows for those services was not a significant factor in the cost of these activities. In KOTM, preparation, consultation and making/confirming appointments comprised the largest percentage of total cost in this category at over 4% or \$276 per child and family served followed by paperwork and data entry activities that comprised over 3% of total cost and \$216 per child and family served. Travel followed these two activities and explained almost 3% of total cost. There is time consuming preparation and paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components.

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

Table 66: KOTM Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	23,404	\$29.50	\$138,096.48	\$276.19	4.27
Paper work and Data entry	18,837	\$28.72	\$108,195.16	\$216.39	3.35
Travel related to Other Required Components	14,511	\$30.46	\$88,391.41	\$176.78	2.73
Consultation with staff or families	5,766	\$29.60	\$34,133.86	\$68.27	1.06
No shows	223	\$29.90	\$1,333.43	\$2.67	0.04
Subtotal for Other Required Component Total	62,741	\$29.63	\$370,150.33	\$740.30	11.45

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

The pie chart shown in Figure 16 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. In-kind cost totaled only \$7,500 for this program and so the percentage of total cost rounds down to 0%. Non-personnel cost and cost of paid and unpaid leave accounted for 27% of total cost, 19% and 8% respectively.

The 13 different categories, within individual and group direct services, accounted for about 15% of total cost and time. Activities associated with IFSP services accounted for another 22% of total cost. Other required components accounted for 14% of FY14 cost and activities associated with those accounted for 12%. All together direct services, other required components, and activities in support of those accounted for 63% of total cost of KOTM’s BWEIP and this total is very similar to DDI Vantage.

Figure 16 shows that administration accounted for 10% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

In-kind capital improvements to the KOTM playground and other small capital purchases was \$7,500 or 67% of total in-kind costs in FY14 at KOTM as shown in Figure 17. KOTM also received a \$2,500 United Way grant that went to support BWEIP services. These comprised less than 1% of their total costs in FY14.

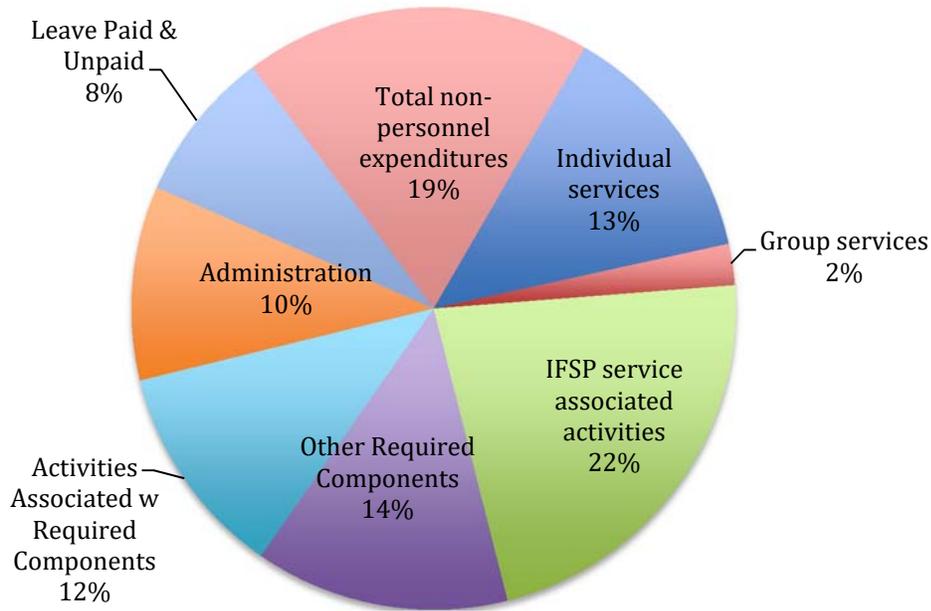


Figure 16: KOTM Program: Percent of Activity Subtotals out of Total Cost

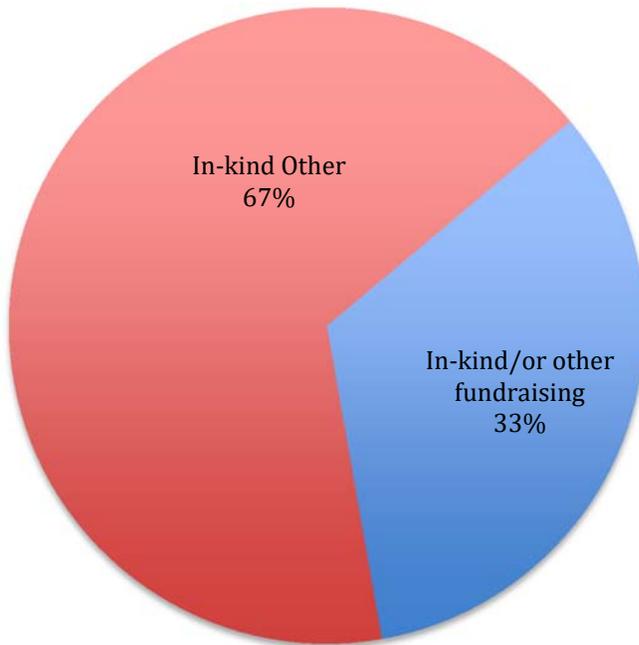


Figure 17: KOTM In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 67 shows the KOTM BTOTS data for FY14 planned and delivered services, and the percentage delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered. Special Instruction had the highest number of planned services at KOTM in FY14. 77% of these services were delivered. Families cancelled almost 11% of the appointments, providers cancelled 1%, and over 10% were no shows by families. Speech and Language, Occupational, and Physical Therapy were similar in the amount of services planned and delivered at 81%, 79% and 78% respectively. Planned and delivered Service Coordination visits were relatively low in number; 79% of planned Service Coordination services were delivered.

Table 67: KOTM Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	547	4	7	263	274	821	67	33
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	106	11	1	5	17	123	86	14
Nutrition	0	0	0	0	0	0		
OT	2425	528	49	85	662	3087	79	21
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	2138	466	68	66	600	2738	78	22
Respite Care	0	0	0	0	0	0		
Service Coordination	31	4	0	4	8	39	79	21
SLP	2445	436	37	85	558	3003	81	19
Social Work	283	24	5	13	42	325	87	13
Special Instruction	8624	1183	100	1300	2583	11207	77	23

Kids Who Count BWEIP

Kids Who Count (KWC) is a private, non-profit program that served 150 children and families in their BWEIP on December 1st, 2013. It is a medium sized program. They used a blended Service Coordination delivery model to serve families and children, and served approximately 1.9% of the total population of children that are age birth to three in that region. A little over 1/3 of the children and families that were served were eligible for Medicaid or CHIP. KWC is shown as the light blue area south of Salt Lake City on the BWEIP map in Figure 2.

KWC Cost Summary

Table 68 summarizes the total cost for KWC, including in-kind cost of all resources, administration, personnel and non-personnel costs. Including in-kind and time diary contributions by staff this program ranks 12 out of 15 programs in average cost per child. It is 9th in total cost out of the 15 programs statewide and that constituted 3% of the total cost of the programs statewide. KWC average cost per child was \$5,375.

Table 68: KWC Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$806,239	\$5,375	12	3%	9

Data to Address Research Questions for the KWC

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 69 shows the results of the time diary for May 2014, for individual services provided to KWC families and children. The average cost per child for individual services was \$767 and those services comprised about 14% of total cost for KWC's BWEIP services. Most of the cost was incurred through the delivery of Occupational, Physical and Speech and Language Therapy at 5.2%, 2.4% and 3.4% respectively they explain over 10% of total cost. Special Instruction, Nursing and Social Work followed these with Special Instruction about 2% of total cost and the other two less than 1% each. Audiology, Nursing, Physical Therapy and Service Coordination had relatively low cost per hour of service at between \$27 and \$31 per hour. Table 70 shows the same variables for group intensity services provided at KWC program in May 2014. Group intensity services explained 4% of total cost of services and most of that was Special Instruction.

Table 69: KWC Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	909	\$30	\$5,455	\$36	0.68
Physical Therapy	3,249	\$30	\$19,340	\$129	2.40
Speech Language Therapy	3,934	\$35	\$27,755	\$185	3.44
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	480	\$33	\$3,191	\$21	0.40
Special Instruction	2,150	\$38	\$16,233	\$108	2.01
Occupational Therapy	5,161	\$41	\$42,228	\$282	5.24
Audiology	60	\$27	\$320	\$2	0.04
Service Coordination	90	\$31	\$559	\$4	0.07
Subtotal for TOTAL	16,033	\$33	\$115,080	\$767	14.27

Table 70: KWC Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	225	\$27	\$1,200	\$8	0.15
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	15	\$49	\$148	\$1	0.02
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	3,925	\$40	\$31,057	\$207	3.85
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	0	\$0	\$0	\$0	0.00
Subtotal for group services	4,165	\$39	\$32,404	\$216	4.02

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
 \$ No Shows;
 \$ Paraprofessional supervision;
 Preparation;
 Consultation;
 Make/confirm appointments;
 Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for over 26% of the total cost in May and during FY14 and these costs were significant, totaling over \$1,400 per child and family served. Paperwork and data entry was the most costly at almost 8% of total cost followed by travel at over 7%. Preparation related to individual direct services followed at 3%. Part C legislative requirements related to compliance monitoring, data tracking, and natural environments explain some of the time and costs in this activity category.

Table 71: KWC Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	1,416	\$36	\$10,224	\$68	1.27
Paper work and data entry	9,315	\$34	\$64,104	\$427	7.95
Preparation for Individual services	3,397	\$33	\$22,517	\$150	2.79
Preparation for group services	1,335	\$39	\$10,310	\$69	1.28
Consultation	2,976	\$36	\$21,158	\$141	2.62
Travel	8,155	\$35	\$57,355	\$382	7.11
No show	338	\$33	\$2,223	\$15	0.28
Paraprofessional supervision	0	\$0	\$0	\$0	0.00
Child care	4,185	\$27	\$22,993	\$153	2.85
Subtotal for IFSP service associated TOTAL	31,117	\$34	\$210,883	\$1,406	26.16

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 72 shows the time and cost for Other Required Components. Eligibility determination explained the most cost in this category at nearly 5% and \$252 per child. Child find, outreach, referral and transition followed eligibility determination in this category at over 4% of total cost or \$218 per child and family served. This category accounts for just over 9% of the total cost of services provided by KWC.

Table 72: KWC Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	4,406	\$36	\$32,731	\$218	4.06
Eligibility determination	5,429	\$34	\$37,817	\$252	4.69
Family fee program	230	\$33	\$2,055	\$14	0.25
Professional development	38	\$39	\$129	\$1	0.02
Subtotal for other Required components	10,103	\$36	\$72,733	\$485	9.02

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for KWC Program referrals enrolled and not enrolled are shown in Table 73. May referrals were only 6% of the total for the year and therefore not representative of the year as a whole. 46% of referrals in May were not eligible while that percentage was 51% for the

entire year. In FY14 the cost of referrals not enrolled was estimated at \$17,454 a significant non-reimbursed cost of Part C service delivery. This represents a conservative estimate based on May data and was higher for the FY14 total non-eligible referrals. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 73: KWC Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	5,429	65,148	
Average hourly rate (\$)	\$34.83	\$34.83	
Total referrals cost (\$)	\$3,151	\$37,817	
Total eligible referrals (count)	14	168	183
Total non-eligible referrals (count)	12	144	194
Total referrals from BTOTS(count)	26	312	377
Average cost per referral (\$)	\$121	\$121	
Average hours per referral	3.48	3.48	
Total referral cost (\$) enrolled children/families	\$1,697	\$20,363	
Total referral cost (\$) non-enrolled children/families	\$1,455	\$17,454	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 74 summarizes the time and cost of activities that are necessary to support other required components for the KWC Program. These costs are about 15% of total costs or \$783 per child/family served. The activity time and cost of no shows for those services was not a significant factor in the cost of these activities. In KWC, paperwork and data entry comprised the largest percentage of total cost in this category at almost 7% or \$352 per child and family served followed by Consultation with staff or families at over 3%. Preparation, consultation, making confirming appointments was almost 3% of total cost and \$152 per child and family served. Travel was close to 2% of total cost in this category. There is time consuming preparation and paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc., which are all part of completing activities related to direct services and other required components.

Table 74: KWC Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	3,159	\$36	\$22,839	\$152	2.83
Paper work and Data entry	7,358	\$36	\$52,864	\$352	6.56
Travel related to Other Required Components	2,094	\$37	\$15,519	\$103	1.92
Consultation with staff or families	3,612	\$36	\$26,232	\$175	3.25
No shows	10	\$29	\$58	\$0	0.01
Subtotal for Other Required Component Total	16,233	\$35	\$117,512	\$783	14.58

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 18 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories are at 11%, 4% and 1% respectively, totaling 16%.

The 13 different direct services categories, within individual and group, accounted for approximately 18% of total cost and time. Activities associated with IFSP services accounted for another 26% of total cost. Other required components accounted for 9% of FY14 cost and activities associated with those accounted for 15%. Altogether, direct services, other required components, and activities in support of those accounted for 68% of total cost of KWC's BWEIP.

Figure 18 shows that administration accounted for 16% of total activity costs. This is similar to some of the other programs such as the DDI Vantage Program that had 18% administrative cost. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

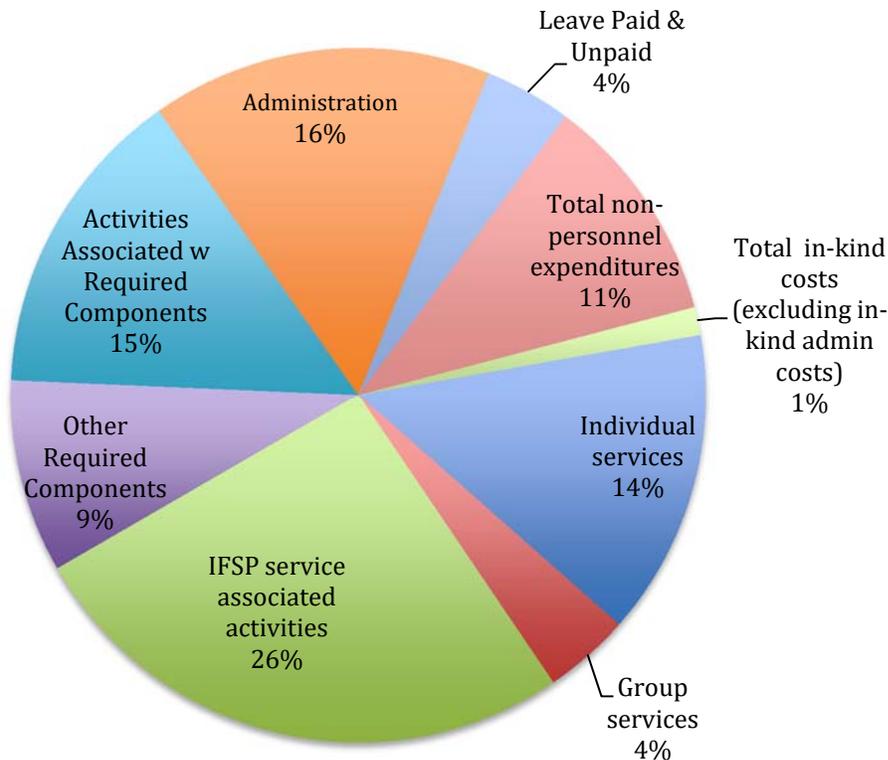


Figure 18: KWC Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

In-kind rental land and building was estimated at \$5,500 in FY14 and other fundraising was \$5,068. These in-kind supports comprised about 1% of KWC’s total cost as shown in Figure 19.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 75 shows the KWC BTOTS data for FY14 planned and delivered services, and the percentage delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction services, Speech and Language Therapy and Occupational Therapy had the highest number of planned services in KWC, followed by physical Therapy and Service Coordination services. Families cancelled about 29% of planned Special Instructions services. No shows explained 2% of total Special Instruction services planned and not delivered. Families cancelled approximately 15% of planned Occupational Therapy visits and did not show for about 2% of those planned visits. The rate of delivered services out of total planned services ranged from a low of 56% for other EI services to a high of 94% for Service Coordination services.

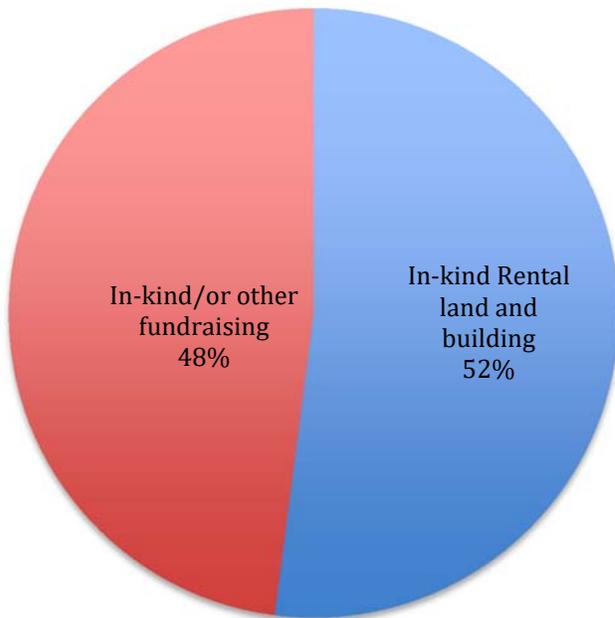


Figure 19: KWC In-Kind Supports by Category

Table 75: KWC Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	10	4	0	0	4	14	71	29
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	235	23	2	2	27	262	90	10
Nutrition	0	0	0	0	0	0		
OT	1,069	207	60	28	295	1,364	78	22
Other EI Services	5	1	0	3	4	9	56	44
Psychological	0	0	0	0	0	0		
PT	748	88	15	36	139	887	84	16
Respite Care	0	0	0	0	0	0		
Service Coordination	324	11	0	9	20	344	94	6
SLP	1,195	87	27	59	173	1,368	87	13
Social Work	47	3	1	5	9	56	84	16
Special Instruction	1,486	631	2	52	685	2,171	68	32

Provo Early Intervention Program BWEIP

Provo Early Intervention Program (PEIP) is affiliated with Easter Seals Goodwill Northern Rocky Mountain and is a private non-profit program. On December 1st, 2013 they served 182 children and families and that reflected 2.5% of the population of children age birth to three in the region. It is a medium sized, urban early intervention program and has a dedicated Service Coordination model of service delivery to families and children. It is shown on the BWEIP map as the small brown region that encompasses Provo - south of Salt Lake City. Approximately 42% of the children and families served were eligible for Medicaid or CHIP.

PEIP Cost Summary

Table 76 summarizes the total cost for PEIP, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 15th in average cost per child out of 15 programs, after including all in-kind costs. PEIP was 8th in total cost of the program and comprised 4% of the total cost for BWEIP services in the state. The cost per child was \$5,050 and this includes all in-kind costs from staff and Easter Seals Goodwill Northern Rocky Mountain.

Table 76: PEIP Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$919,090	\$5,050	15	4%	8

Data to Address Research Questions for the PEIP

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 77 shows the results of the time diary for May, 2014 for individual services. Table 2 shows the results for the same services in a group setting. The average cost per child for individual services was \$463 per child and those services comprise just over 9% of total cost for PEIP's BWEIP services. Most of the cost was incurred through the delivery of Special Instruction and Speech Language Therapy services at approximately 4% and 3% of total cost respectively. Occupational Therapy was the third most intensive individual service delivered. Special Instruction had the lowest average cost per hour for delivery among individual services that were provided at \$23 per hour including benefits and paid leave. Table 78 shows the same variables for group intensity services provided at PEIP in May, 2014. Service Coordination was the only service delivered in a group intensity setting and it was very minimal at less than 1% of total cost.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and
- Administration

Table 77: PEIP Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	54	\$32	\$342	\$2	0.04
Physical Therapy	705	\$37	\$5,230	\$29	0.57
Speech Language Therapy	3,565	\$40	\$28,572	\$157	3.11
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	7,589	\$23	\$34,549	\$190	3.76
Occupational Therapy	1,804	\$39	\$13,968	\$77	1.52
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	314	\$27	\$1,685	\$9	0.18
Subtotal for	14,031	\$33	\$84,346	\$463	9.18
TOTAL					

Table 78: PEIP Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	0	\$0	\$0	\$0	0.00
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	80	\$32	\$507	\$3	0.06
Subtotal for group services	80	\$32	\$507	\$3	0.06

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 16% of the total time spent in May and during FY14, the costs totaled \$815 per child. This table shows that the most time was spent in paperwork and data entry at over 6% of total cost. Travel to deliver direct services accounted for almost 5% of total cost. Paperwork, data and travel are all key components of services for young children birth to three. The federal Part C law requires that services be delivered within specific timelines, settings, and using specific funding sources. Compliance with those requirements must be documented through paperwork and data. Clearly travel time was a key factor that explains cost of services for this program. The delivery of services in the natural environment, most often the child/family home, is a required component of BWEIP services. Travel is part of the cost of providing services to the child and family in the natural environment.

Table 79: PEIP Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	1,932	\$30	\$11,453	\$63	1.25
Paper work and data entry	9,656	\$30	\$58,646	\$322	6.38
Preparation for Individual services	3,389	\$30	\$20,335	\$112	2.21
Preparation for group services	50	\$19	\$190	\$1	0.02
Consultation	1,895	\$30	\$11,542	\$63	1.26
Travel	7,256	\$30	\$44,070	\$242	4.79
No show	282	\$31	\$1,733	\$10	0.19
Paraprofessional supervision	0	\$0	\$0	\$0	0.00
Child care	45	\$37	\$334	\$2	0.04
Subtotal for IFSP service associated TOTAL	24,505	\$30	\$148,303	\$815	16.14

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 80 shows the time and cost for Other Required Components. Child find, outreach, referral and transition activities comprised the largest percentage of total cost within this activity subgroup; about 7% of the total cost or \$359 per child in PEIP. The second highest cost was eligibility determination at \$224 per child/family and comprising over 4% of the total cost. The average cost for eligibility determination was \$29 per hour.

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not

Table 80: PEIP Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	11,032	\$30	\$65,400	\$359	7.12
Eligibility determination	6,938	\$29	\$40,694	\$224	4.43
Family fee program	140	\$30	\$840	\$5	0.09
Professional development	5,179	\$29	\$30,367	\$167	3.30
Subtotal for other Required components	23,289	\$30	\$137,302	\$754	14.94

eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for PEIP referrals enrolled and not enrolled are shown in Table 97. May referrals were not representative of the entire year. A larger percentage of the children that were assessed for eligibility in May were not enrolled into early intervention compared to FY14. The rate of referrals not eligible in May was almost 37% compared to 28% for the entire year. Fewer children and families were referred to PEIP in May; 7% of referrals in FY14 were in May. Based on May rates of referral, eligible and non-eligible, the cost of eligibility determination that was unreimbursed was almost \$15,000 at PEIP in FY14. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 81: PEIP Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	6,938	83,256	
Average hourly rate (\$)	\$29.33	\$29.33	
Total referrals cost (\$)	\$3,391	\$40,694	
Total eligible referrals (count)	12	144	205
Total non-eligible referrals (count)	7	84	78
Total referrals from BTOTS(count)	19	228	283
Average cost per referral (\$)	\$178	\$178	
Average hours per referral	6.09	6.09	
Total referral cost (\$) enrolled children/families	\$2,142	\$25,701	
Total referral cost (\$) non-enrolled children/families	\$1,249	\$14,992	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 82 summarizes the time and cost of activities that are necessary to support other required components for PEIP. These costs are about 8% of total costs or \$385 per child/family served. The activity time and cost of no shows for those services was insignificant in the cost of these activities. Preparation, consultation, making confirming appointments was the most costly activity in this category and explained almost 4% of total cost. Travel was second at almost 2% and paperwork and data entry was the third largest cost in this group at \$66 per child/family or about 1.3% of total cost. There is significant preparation and communication between providers and families associated with developing IFSPs, transition plans, etc. for both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring, and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components.

Table 82: PEIP Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	6,095	\$29	\$35,015	\$192	3.81%
Paper work and Data entry	2,036	\$30	\$12,055	\$66	1.31%
Travel related to Other Required Components	2,511	\$30	\$15,152	\$83	1.65%
Consultation with staff or families	1,226	\$31	\$7,486	\$41	0.81%
No shows	85	\$26	\$442	\$2	0.05%
Subtotal for Other Required Component Total	11,953	\$29	\$70,150	\$385	7.63%

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were

addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 20 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories accounted for of 27% of total cost. Non-personnel expenditures was 15%, leave was 7% and in-kind comprised the final 5% of total cost for PEIP.

The 13 different direct services categories, within both group and individual, accounted for almost 9% of total cost and time. Adding activities associated with IFSP services accounted for another 16% of cost. Other required components accounted for approximately 15% of cost and activities associated with those explained 8% of total cost. Direct Services, activities in support of Direct services, Other Required Components and services in support of other required components, accounted for about 49% of total cost of PEIP's BWEIP.

Figure 20 shows that administrative costs accounted for another 25% of total activity cost. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities. Much of the administrative cost for PEIP was in-kind from the Easter Seals regional office and this is described in more detail in the next section of this report.

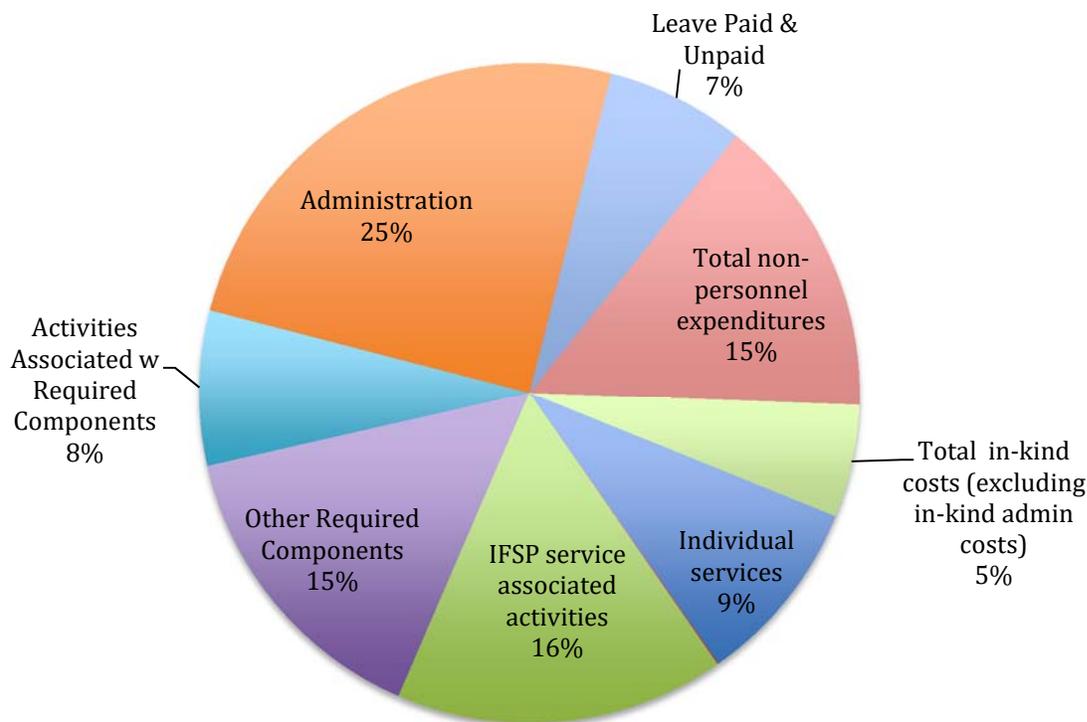


Figure 20: PEIP Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to PEIP's BWEIP are shown in Figure 21. Total in-kind was approximately \$104,181 in FY14. Administrative personnel costs that were provided without charge by Easter Seals was the largest contribution and was estimated at \$53,338 or 51% of total in-kind supports to PEIP in FY14. These included things like human resources, payroll and other administrative personnel supports to the local program. The second most valuable in-kind resource for PEIP was in-kind other and other fundraising at \$29,974 or 29% of total in-kind costs. These in-kind supports and outside fundraising are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. The resources that were in-kind to PEIP were from the Easter Seals Goodwill umbrella organization that does not charge the full cost of administration, rent, utilities or personnel to the BWEIP budget. Easter Seals Goodwill also provides non-public, private funds to support direct services to children and families.

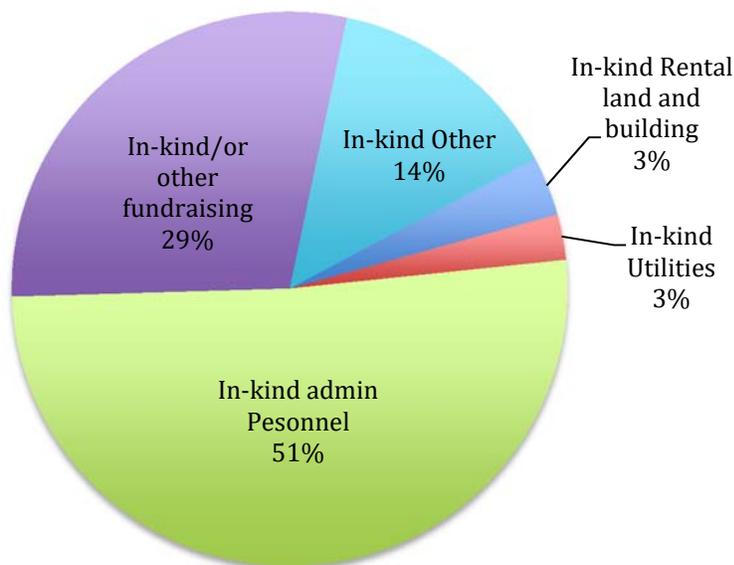


Figure 21: PEIP In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 83 shows the PEIP BTOTS data for FY14 planned and delivered services, and the percentage delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction, Speech and Language Therapy and Physical Therapy were the most frequently planned services at PEIP during FY14. Special Instruction had the highest rate of

planned services not delivered followed by Nutrition. Of the 2,432 planned Special Instruction service visits, families cancelled 375 visits or 15%, and providers cancelled 17 visits, which is less than 1% of the planned visits. Parents did not show up for 221 visits or 9% resulting in 75% of delivered Special Instruction Services that were planned and delivered. Other services were successfully delivered at higher rates ranging from about 84% to 100% with Service Coordination achieving 94%. Earlier data showed that the cost of families' no shows is not a large factor in explaining the cost of services at PEIP or for other local programs. In part this is because providers often fill the no show time with other productive activities such as paperwork, making confirming appointments or other activities that are required for this program.

Table 83: PEIP Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0.00	0.00	0.00	0.00	0.00	0.00		
Audiology	0.00	0.00	0.00	0.00	0.00	0.00		
Family Training	41.00	0.00	0.00	4.00	4.00	45.00	91	9
Health Services	0.00	0.00	0.00	0.00	0.00	0.00		
Medical	0.00	0.00	0.00	0.00	0.00	0.00		
Nursing	53.00	2.00	1.00	4.00	7.00	60.00	88	12
Nutrition	29.00	8.00	1.00	0.00	9.00	38.00	76	24
OT	518.00	74.00	4.00	23.00	101.00	619.00	84	16
Other EI Services	3.00	0.00	0.00	0.00	0.00	3.00	100	0
Psychological	0.00	0.00	0.00	0.00	0.00	0.00		
PT	121.00	16.00	1.00	5.00	22.00	143.00	85	15
Respite Care	0.00	0.00	0.00	0.00	0.00	0.00		
Service Coordination	446.00	20.00	0.00	10.00	30.00	476.00	94	6
SLP	902.00	105.00	13.00	60.00	178.00	1,080.00	84	16
Social Work	0.00	0.00	0.00	0.00	0.00	0.00		
Special Instruction	1,819.00	375.00	17.00	221.00	613.00	2,432.00	75	25

Prime Time 4 Kids BWEIP

Prime Time 4 Kids (PT4K) is a private non-profit BWEIP. PT4K is a small, rural program that served 97 children and families on December 1st, 2013. Prime Time 4 Kids is shown on the BWEIP map in Figure 2 as the greenish yellow area in northeast Utah and includes the city of Vernal. They used a mixed Service Coordination model. They used dedicated Service Coordination with most families and a blended Service Coordination model mainly in the service delivery area that included the Native American reservation. Almost 1/3 of the children and families served were Medicaid or CHIP eligible.

PT4K Cost Summary

Table 84 summarizes the total cost for PT4K, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 13th in average cost per child, including the value of in-kind personnel time, out of 15 programs. It is 14th out of 15 programs in total cost and comprised 2% of the total cost of BWEIP services statewide. Average cost per child and family served was \$5,373 in FY14.

Table 84: PT4K Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$521,144	\$5,373	13	2%	14

Data to Address Research Questions for PT4K

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 85 shows the results of the time diary for May 2014 for individual services. Table 2 shows the results for the same services in a group setting. The average cost per child for individual services was \$528 per child and those services comprised almost 10% of total cost for PT4K's BWEIP services. Most of the cost was incurred through the delivery of Special Instruction and it comprised about 5% of the total cost of services. Occupational Therapy, Service Coordination, Nursing, and Physical Therapy each explained about 1% of total cost. Service Coordination had the lowest average cost per hour for delivery among individual services that were provided, at \$19 per hour, including benefits and paid leave. Table 86 shows the same variables for group intensity services provided at PT4K in May 2014; in that only one service was delivered in a group intensity setting and it was very minimal at less than 1% of the total cost.

Table 85: PT4K Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0.00	\$0	0.00
Nursing	930	\$24	\$4,531	\$47	0.87
Physical Therapy	605	\$43	\$5,207	\$54	1.00
Speech Language Therapy	90	\$43	\$782	\$8	0.15
Family Training	0	\$0	\$0.00	\$0	0.00
Health Services	0	\$0	\$0.00	\$0	0.00
Nutrition	240	\$35	\$1,665	\$17	0.32
Psychological	0	\$0	\$0.00	\$0	0.00
Social Work	45	\$43	\$390	\$4	0.07
Special Instruction	5,571	\$24	\$26,546	\$274	5.09
Occupational Therapy	690	\$49	\$6,784	\$70	1.30
Audiology	15	\$29	\$88	\$1	0.02
Service Coordination	1,370	\$19	\$5,269	\$54	1.01
Subtotal for TOTAL	9,556	\$34	\$51,263	\$528	9.84

Table 86: PT4K Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0.00	\$0.00	0.00
Nursing	0	\$0	\$0.00	\$0.00	0.00
Physical Therapy	0	\$0	\$0.00	\$0.00	0.00
Speech Language Therapy	0	\$0	\$0.00	\$0.00	0.00
Family Training	0	\$0	\$0.00	\$0.00	0.00
Health Services	0	\$0	\$0.00	\$0.00	0.00
Nutrition	0	\$0	\$0.00	\$0.00	0.00
Psychological	0	\$0	\$0.00	\$0.00	0.00
Social Work	0	\$0	\$0.00	\$0.00	0.00
Special Instruction	0	\$0	\$0.00	\$0.00	0.00
Occupational Therapy	270	\$33	\$1,787.88	\$18.43	0.34
Audiology	0	\$0	\$0.00	\$0.00	0.00
Service Coordination	0	\$0	\$0.00	\$0.00	0.00
Subtotal for group services	270	\$33	\$1,787.88	\$18.43	0.34

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
 \$ No Shows;
 \$ Paraprofessional supervision;
 Preparation;
 Consultation;
 Make/confirm appointments;
 Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 26% of the total time spent in May and during FY14 and the costs are significant at \$1,399 per child and family served. This table shows that the most time was spent in paperwork and data entry at over 12% of total cost. Travel to deliver direct services accounted for 5% of total cost. Paperwork, data and travel are all key components of services for young children birth to three. The federal Part C law requires that services be delivered within specific timelines, settings and funding sources. Compliance with those requirements must be documented. Clearly travel time was a key factor that explains cost of services for this program. The delivery of services in the natural environment, most often the child/family home, is a required component of BWEIP services. Travel is part of the cost of providing services to the child and family in the natural environment.

Table 87: PT4K Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	1,915	\$27	\$10,170	\$105	1.95
Paper work and data entry	10,515	\$31	\$64,953	\$670	12.46
Preparation for Individual services	3,660	\$30	\$21,892	\$226	4.20
Preparation for group services	255	\$29	\$1,496	\$15	0.29
Consultation	1,425	\$29	\$8,153	\$84	1.56
Travel	4,365	\$30	\$26,056	\$269	5.00
No show	465	\$26	\$2,426	\$25	0.47
Paraprofessional supervision	60	\$49	\$590	\$6	0.11
Child care	0	\$0	\$0	\$0	0.00
Subtotal for IFSP service associated TOTAL	22,660	\$31	\$135,737	\$1,399	26.05

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 88 shows the time and cost for Other Required Components. Eligibility determination and professional development activities comprised the largest percentage of total cost within this activity sub-group; about 2.5% and 2% of the total cost respectively or about \$135 and \$117 per child in PT4K. The average cost for eligibility determination was \$26 per hour.

Table 88: PT4K Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	1,115	\$22	\$4,949	\$51	0.95
Eligibility determination	2,565	\$26	\$13,101	\$135	2.51
Family fee program	135	\$16	\$422	\$4	0.08
Professional development	1,980	\$29	\$11,341	\$117	2.18
Subtotal for other Required components	5,795	\$23	\$29,813	\$307	5.72

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for PT4K referrals enrolled and not enrolled are shown in Table 105. Please note that May referrals and costs were not representative of the entire year. More children were referred for BWEIP services throughout the year than was represented by the May data. May

shows about 50% of the normal number of referrals throughout the year. However the number of referrals in May not determined as eligible is similar to the percentage not eligible for the year—about 1/3. Based on May rates of referral, eligible and non-eligible, the cost of eligibility determination that was unreimbursed was almost \$4,367 in FY14 at PT4K. Using FY14 total BTOTS data this estimate would be approximately \$9,000 for the year. This cost estimate doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 89: PT4K Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	2,565	30,780	
Average hourly rate (\$)	\$25.54	\$25.54	
Total referrals cost (\$)	\$1,092	\$13,101	
Total eligible referrals (count)	6	72	140
Total non-eligible referrals (count)	3	36	80
Total referrals from BTOTS(count)	9	108	220
Average cost per referral (\$)	\$121	\$121	
Average hours per referral	4.75	4.75	
Total referral cost (\$) enrolled children/families	\$728	\$8,734	
Total referral cost (\$) non-enrolled children/families	\$364	\$4,367	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 90 summarizes the time and cost of activities that are necessary to support other required components for PT4K. These costs are about 9% of the total cost or \$497 per child/family served. The activity time and cost of no shows for those services was not a large factor in the cost of these activities. Preparation, consultation, and making confirming appointments was the most costly activity in this category and explained almost 4% of total cost. Consultation with staff or families was second at about 3% and paperwork and data entry was the third largest cost in this group at \$91 per child/family or about 2% of total cost. There is time consuming preparation and communication between providers and families associated with developing IFSPs, transition plans, etc. for both direct services and other required components. For example, completing the Individualized Family Service Plan, BTOTS

tracking system, compliance monitoring, and assessment forms etc., which are all part of completing activities related to direct services and other required components.

Table 90: PT4K Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	3,215	\$29	\$18,910	\$195	3.63%
Paper work and Data entry	1,475	\$30	\$8,820	\$91	1.69%
Travel related to Other Required Components	640	\$32	\$4,074	\$42	0.78%
Consultation with staff or families	2,590	\$31	\$15,825	\$163	3.04%
No shows	105	\$28	\$598	\$6	0.11%
Subtotal for Other Required Component Total	8,025	\$30	\$48,227	\$497	9.25%

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapies. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 22 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. In-kind cost for PT4K was zero. The other two categories explained about 27% of total cost with most of that, 25% from non-personnel costs.

The 13 different direct services categories, within both group and individual, accounted for approximately 10% of total cost and time. Adding activities associated with IFSP services accounted for another 26% of cost. Similar to many other programs this was the largest category of cost for PT4K. Other required components accounted for approximately 6% of cost and activities associated with those explained 9% of total cost. Direct Services, activities in support of direct services, other required components and services in support of other required components, accounted for about 55% of total cost of PT4K's BWEIP.

Figure 22 shows that administrative costs accounted for another 22% of total activity cost. The estimate of administrative cost included administrative time reported on the time diary when

their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

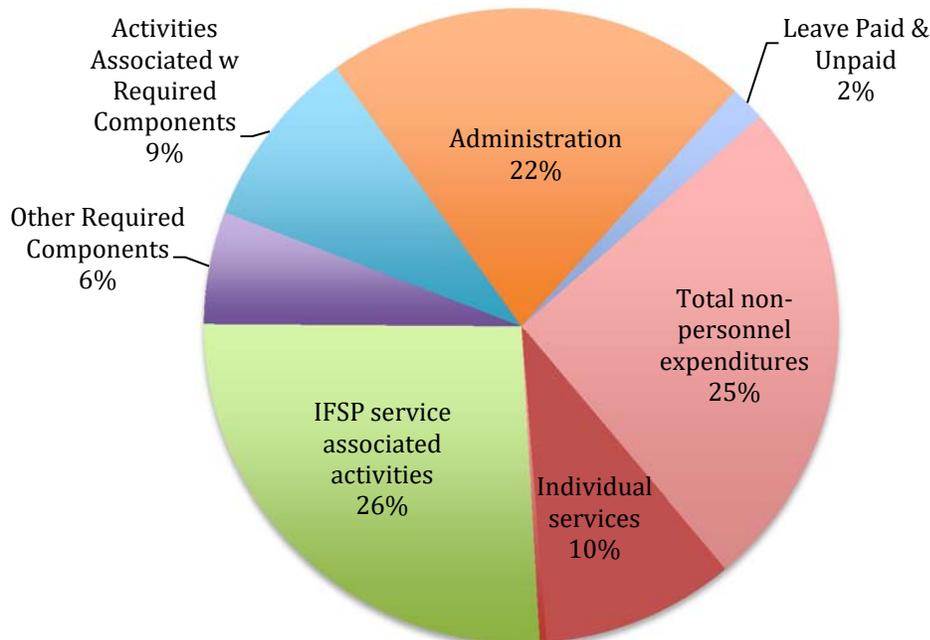


Figure 22: PT4K Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

PT4K had no in-kind costs in FY14.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 91 shows the PT4K BTOTS data for FY14 planned and delivered services, and the % delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction was by far the most frequently planned services at PT4K during FY14. Families cancelled about 10% of the planned Special Instruction service visits and did not show for about 11% of them. This explained most of the 25% of Special Instruction services that were planned and not delivered. Most other services, except for Nursing, were successfully delivered at higher rates ranging from about 76% to 85%. Service Coordination achieved 79%. Earlier data showed that the cost of families no shows is not a large factor in explaining the cost of services at PT4K or for other local programs. In part this is because providers often fill the no show time with other productive activities such as paperwork, making confirming appointments or other activities that are required for this program.

Table 91: PT4K Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	124	31	17	8	56	180	69	31
Nutrition	30	6	1	1	8	38	79	21
OT	188	7	2	23	32	220	85	15
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	146	19	0	11	30	176	83	17
Respite Care	0	0	0	0	0	0		
Service Coordination	269	21	1	49	71	340	79	21
SLP	19	1	3	2	6	25	76	24
Social Work	0	0	0	0	0	0		
Special Instruction	1776	230	80	269	579	2355	75	25

The Learning Center BWEIP

The Learning Center for Families (TLC) is a private, non-profit program that served 179 children and families on December 1st, 2013. That is 2.73% of the total children that are birth to three in that region. TLC serves children and families in the southwest corner of the state with St. George as the largest city. It is the yellow area on the BWEIP map shown in Figure 2. It is a medium sized, rural program that used a mixed Service Coordination model that combined dedicated and blended Service Coordination for children and families in the program. Approximately 63% of children and families served by TLC were Medicaid or CHIP eligible.

TLC Cost Summary

Table 92 summarizes the total cost for TLC, including in-kind cost of all resources, administration, and personnel and non-personnel costs. This program ranks 11th in average cost per child and 7th statewide in total cost including all in-kind personnel and other resources used to support services. 4% of total costs of BWEIP services went to TLC and average cost per child and family was \$5,446 in FY14.

Table 92: TLC Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$974,892	\$5,446	11	4%	7

Data to Address Research Questions for the TLC

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 93 shows the results of the time diary for May 2014 for individual services. Table 2 shows the results for the same services in a group setting. The average cost per child for individual services was \$698 per child and those services comprise just less than 13% of total cost for TLC’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction and Speech and Language Therapy services at approximately 7% and 3% of total cost respectively. Occupational Therapy was the third most intensive individual service delivered. Special Instruction had the one of the lowest average cost per hour for delivery among individual services that were provided at \$20 per hour including benefits and paid leave. Table 94 shows the same variables for group intensity services provided at TLC in May 2014. Family Training, Special Instruction, Service Coordination and Speech and Language Therapy were provided in a group setting and each was very minimal at less than 1% of total cost.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 93: TLC Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	2,080	\$29	\$12,091	\$68	1.24
Speech Language Therapy	3,213	\$40	\$25,637	\$143	2.63
Family Training	0	\$0	\$0	\$0	0.00
Health Services	90	\$22	\$402	\$2	0.04
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	190	\$18	\$701	\$4	0.07
Special Instruction	16,495	\$20	\$67,144	\$375	6.89
Occupational Therapy	2,950	\$25	\$14,904	\$83	1.53
Audiology	90	\$20	\$368	\$2	0.04
Service Coordination	858	\$21	\$3,668	\$20	0.38
Subtotal for TOTAL	25,966	\$25	\$124,914	\$698	12.81

Table 94: TLC Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	285	\$40	\$2,287	\$13	0.23
Family Training	1,035	\$24	\$4,956	\$28	0.51
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	630	\$18	\$2,292	\$13	0.24
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	3	\$14	\$8	\$0	0.00
Subtotal for group services	1,953	\$24	\$9,543	\$53	0.98

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for another 25% of the total time spent in May and during FY14 and the costs are significant. This table shows that the most time was spent in preparation for individual direct services at almost 7% of total cost. Travel to deliver direct services also accounted for over 6% of total cost. Paperwork accounted for over 5% of total cost. Preparation, paperwork, data and travel are all key components of services for young children birth to three. The federal Part C law requires that services be delivered within specific timelines and settings using specific funding sources. Compliance with those requirements must be documented. Clearly travel time was a key factor that explains cost of services for this program. The delivery of services in the natural environment, most often the child/family home, is a required component of BWEIP services. Travel is part of the cost of providing services to the child and family in the natural environment.

Table 95: TLC Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	2,311	\$23	\$10,462	\$58	1.07
Paper work and data entry	10,786	\$23	\$49,732	\$278	5.10
Preparation for Individual services	15,579	\$21	\$65,818	\$368	6.75
Preparation for group services	1,865	\$24	\$8,898	\$50	0.91
Consultation	8,257	\$22	\$36,289	\$203	3.72
Travel	13,431	\$22	\$59,698	\$334	6.12
No show	380	\$25	\$1,924	\$11	0.20
Paraprofessional supervision	865	\$24	\$4,165	\$23	0.43
Child care	1,355	\$26	\$7,096	\$40	0.73
Subtotal for IFSP service associated TOTAL	54,829	\$23	\$244,082	\$1,364	25.04

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach

Referral
 \$ Eligibility Determination (Intake & Assessment)
 \$ Parent Fee Determination
 Transition
 \$ Professional Development
 Language Interpreters

Table 96 shows the time and cost for Other Required Components. Professional development, Child Find, outreach, referral and transition and eligibility determination activities were very similar in intensity and cost for TLC. They each comprised about 3% of total cost and between \$156 and \$206 per child and family to delivery. The average cost for eligibility determination was \$27 per hour.

Table 96: TLC Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	6,915	\$24	\$33,191	\$185	3.40
Eligibility determination	5,250	\$27	\$27,949	\$156	2.87
Family fee program	297	\$32	\$1,901	\$11	0.20
Professional development	8,125	\$23	\$36,811	\$206	3.78
Subtotal for other Required components	20,587	\$26	\$99,852	\$558	10.24

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for TLC referrals enrolled and not enrolled are shown in Table 97. May referrals and cost were not representative of the entire year. A relatively larger number of children and families were referred in May than was typical of other months in FY14. A larger number of those referred in May were not found eligible compared to the number throughout

FY14 as well. About 35% of referrals in May were not eligible while that was about 25% for the total in FY14. May explained about 10% of total FY14 referrals. Based on May rates of referral, eligible and non-eligible, the cost of eligibility determination that was unreimbursed was almost \$10,000 at TLC in FY14. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 97: TLC Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	5,250	63,000	
Average hourly rate (\$)	\$26.62	\$26.62	
Total referrals cost (\$)	\$2,329	\$27,949	
Total eligible referrals (count)	17	204	195
Total non-eligible referrals (count)	9	108	64
Total referrals from BTOTS(count)	26	312	259
Average cost per referral (\$)	\$90	\$90	
Average hours per referral	3.37	3.37	
Total referral cost (\$) enrolled children/families	\$1,523	\$18,274	
Total referral cost (\$) non-enrolled children/families	\$806	\$9,675	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 98 summarizes the time and cost of activities that are necessary to support other required components for TLC. These costs are about 10% of total costs or \$554 per child/family served. The activity time and cost of no shows for those services was insignificant in the cost of these activities. Paperwork and data entry was the most costly activity in this category and explained over 5% of total cost. This was followed by Preparation, consultation, making confirming appointments and that category explained almost 2% of total cost. Travel and consultation with staff or families also explained almost 3% of total cost of services. There is time consuming preparation and communication between providers and families associated with developing IFSPs, transition plans, etc. for both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring requirements, timelines and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components.

Table 98: TLC Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	3,982	\$26	\$20,662	\$115	2.12
Paper work and Data entry	10,659	\$24	\$50,536	\$282	5.18
Travel related to Other Required Components	2,585	\$26	\$13,492	\$75	1.38
Consultation with staff or families	2,960	\$24	\$14,077	\$79	1.44
No shows	75	\$23	\$348	\$2	0.04
Subtotal for Other Required Component Total	20,261	\$25	\$99,115	\$554	10.17

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 23 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories accounted for about 32% of total costs with most of that captured by non-personnel expenditures that was 20% of total cost. Paid and unpaid leave was 5% and in-kind costs were estimated at 7% of total cost for TLC.

The 13 different direct services categories, within group and individual, accounted for almost 14% of total cost and time. Adding activities associated with IFSP services accounted for another 25% of total cost. Other required components accounted for approximately 10% of cost, and activities associated with those explained 10% of total cost. Direct Services, activities in support of Direct services, Other Required Components and services in support of other required components, accounted for about 59% of total cost of TLC's BWEIP.

Figure 23 shows that administrative costs accounted for another 9% of total activity cost. Some of TLC's administrative cost was provided from in-kind sources. Administrative time and cost was estimated from a combination of the administrative time on the time dairy, administrative time reported in the administrator protocol and administrative time from individual program budgets.

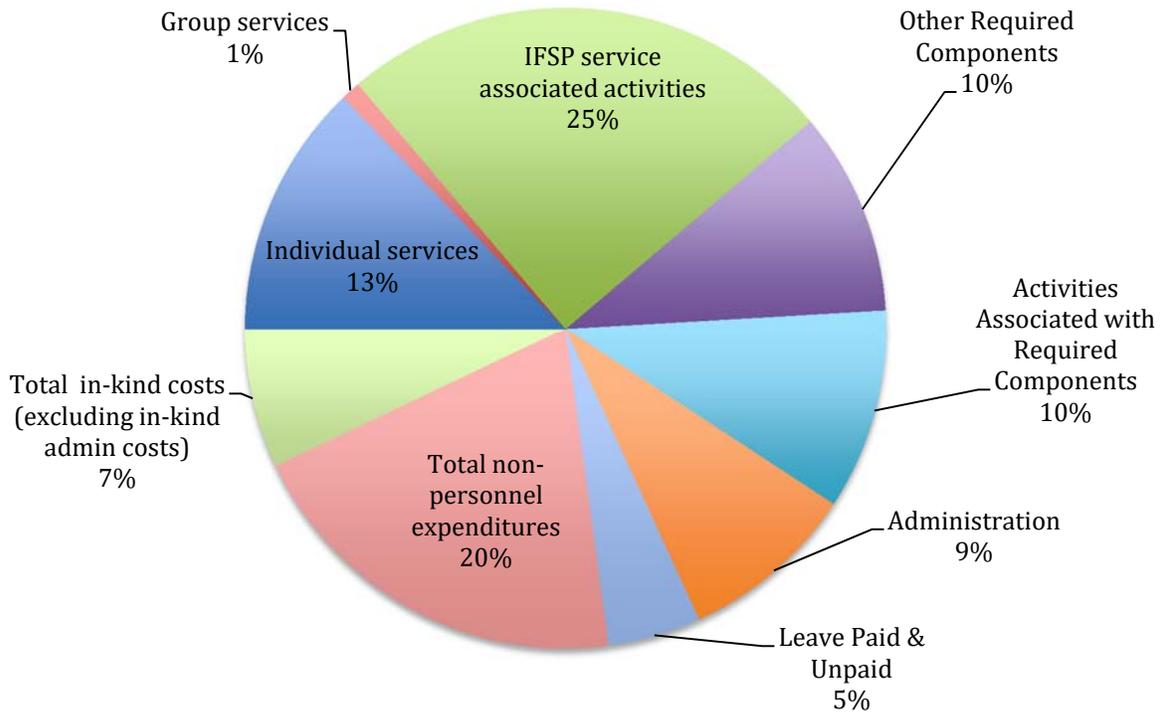


Figure 23: TLC Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

What are the resources that are used for Part C services that are difficult to measure or value?

These questions are combined since in-kind supports are the most difficult to measure or value. In-kind supports to TLC's BWEIP are shown in Figure 24. Total in-kind was approximately \$79,124 in FY14. Most of the in-kind costs to TLC were in the form of volunteer time for direct services and administration. These were 52% and 13% of total in-kind costs respectively. TLC received a \$17,887 Community Development Block Grant to support BWEIP services at TLC and this accounted for about 23% of total in-kind support to the program. These in-kind supports and outside fundraising are not typically counted toward the total cost of serving early intervention children and families, yet they can be a significant factor in explaining total and average cost. Most of the resources that were in-kind to TLC were from private, non-public funding sources such as volunteers.

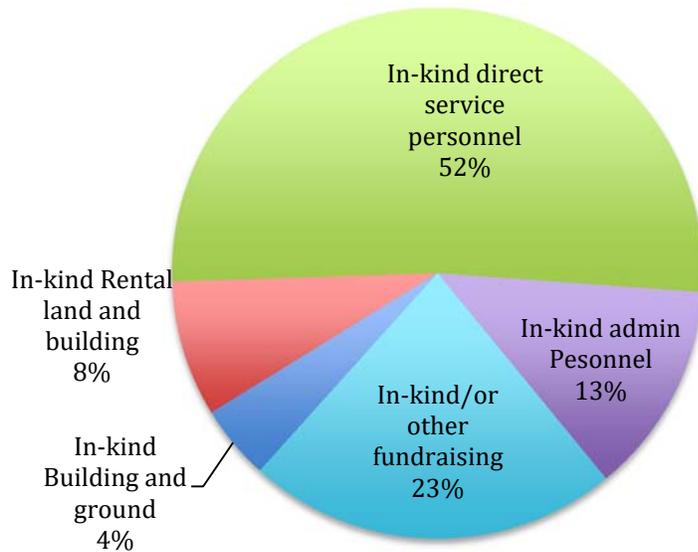


Figure 24: TLC In-Kind Supports by Category

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 99 shows the TLC BTOTS data for FY14 planned and delivered services, and the percentage delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

Special Instruction was by far the most frequently planned services at TLC during FY14. Special Instruction had the second highest rate of planned services not delivered, 68%, followed by Speech and Language Therapy at 79%. Of the 6,753 planned Special Instruction service visits, families cancelled 579 visits or almost 9%, and providers cancelled 133, less than 2%, of the planned visits. Parents did not show up for 1,463 visits or 22% resulting in a 68% of delivered Special Instruction services that were planned and delivered. Family Training services were few but had a similar rate of delivered services out of total planned service at 62%. Other services were successfully delivered at higher rates ranging from about 79% to 97% with Service Coordination achieving 97%. Earlier data showed that the cost of family no shows is not a large factor in explaining the cost of services at TLC or for other local programs. In part, this is because providers often fill the no show time with other productive activities such as paperwork, making confirming appointments or other activities that are required for this program.

Table 99: TLC Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	104	30	0	34	64	168	62	38
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	0	0	0	0	0	0		
Nutrition	0	0	0	0	0	0		
OT	541	91	2	22	115	656	82	18
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	404	33	2	11	46	450	90	10
Respite Care	0	0	0	0	0	0		
Service Coordination	392	9	0	5	14	406	97	3
SLP	676	140	2	36	178	854	79	21
Social Work	0	0	0	0	0	0		
Special Instruction	4578	579	133	1463	2175	6753	68	32

University BWEIPs

There are three BWEIPs that are run by universities in the state of Utah. Two, Southeastern Utah and Up to 3, were administered through Utah State University and the other one by Southern Utah University. They are grouped together in the report because they had a similar method of reporting in-kind costs of their programs. Southern Utah University BWEIP charged the state for administrative and facility support provided and reported no in-kind cost in FY14. Utah State University waived overhead or indirect cost to the two programs administered through their institution during FY14. For families and children in Logan, Utah, this was especially significant since it included the value of facilities that housed staff and group services. They also waived administrative charges for both of the BWEIP programs costs such as human resources, payroll and budget services.

Southeastern Utah BWEIP

Southeastern Utah Early Intervention Program (SEEIP) is a Utah State University administered program that served 76 children and families on December 1st, 2013. That is approximately 4.08% of the population of children age birth to three in the region. Southeastern Utah Early Intervention Program is the purple colored area on the BWEIP map shown in Figure 2 and is located in east-central Utah encompassing Moab, Price, and Castle Dale and surrounding areas. It is a small rural program and they used a blended Service Coordination model to serve children

and families in the region. Approximately 72% of children and families served in this region by SEEIP were Medicaid or CHIP eligible.

Southeastern Utah Cost Summary

Table 100 summarizes the total cost for SEEIP, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 4th in average cost per child and family served and 10th in total cost. Average cost per child and family was \$10,068 and 3% of total program costs went to serve children and families at (SEEIP).

Table 100: Southeastern Utah Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$765,185	\$10,068	4	3%	10

Data to Address Research Questions for the Southeast Utah

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 101 shows the results of the time diary for May 2014 for individual services provided to SEEIP families and children. The average cost per child for individual services was \$1,072 and those services comprised about 11% of total cost for SEEIP BWEIP services. Most of the cost was incurred through the delivery of Special Instruction, at \$697 per child and family served, and Service Coordination was second at \$137 per child and family served. All services, except Special Instruction and Service Coordination, comprised less than 1% of total cost each and totaled about 2.6% of total cost. Special Instruction averaged about \$29 per hour including all benefits. Service Coordination was \$137 per child and family and 1.36% of total cost. Table 102 shows the same variables for group intensity services at the Southeastern Utah program in May 2014. Very small amounts of Special Instruction and Service Coordination were provided in a group setting and these totaled less than 1% of the total cost of services.

Table 101: Southeastern Utah Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	605	\$40	\$4,851	\$64	0.63
Physical Therapy	705	\$40	\$5,640	\$74	0.74
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	40	\$27	\$217	\$3	0.03
Special Instruction	9,118	\$29	\$52,982	\$697	6.92
Occupational Therapy	905	\$41	\$7,421	\$98	0.97
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	1,560	\$33	\$10,384	\$137	1.36
Subtotal for TOTAL	12,933	\$35	\$81,495	\$1,072	10.65

Table 102: Southeastern Utah Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	90	\$40	\$722	\$10	0.09
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	30	\$40	\$241	\$3	0.03
Subtotal for group services	120	\$80	\$963	\$13	0.13

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

\$ Provider travel;
 \$ No Shows;
 \$ Paraprofessional supervision;
 Preparation;
 Consultation;
 Make/confirm appointments;
 Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for about 22% of total cost. Staff preparation for individual services and travel were the largest costs in this category. Preparation accounted for 5.7% of total cost or \$578. Travel for direct service delivery accounted for over 5% of total per child cost of services and was \$537 per child and family served. This was followed, as in many other programs, by paperwork and data entry at almost 4.5% of total cost or \$451 per child and family. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category. Preparation for Individual Services was 5.74% and Consultation at 4.56% explained most of the rest of cost in this category.

Table 103: Southeastern Utah Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	1,130	\$32	\$7,278	\$96	0.95
Paper work and data entry	5,497	\$31	\$34,266	\$451	4.48
Preparation for Individual services	6,495	\$34	\$43,892	\$578	5.74
Preparation for group services	405	\$26	\$2,133	\$28	0.28
Consultation	5,200	\$34	\$34,890	\$459	4.56
Travel	6,845	\$30	\$40,849	\$537	5.34
No show	895	\$31	\$5,505	\$72	0.72
Paraprofessional supervision	120	\$30	\$709	\$9	0.09
Child care	330	\$30	\$2,009	\$26	0.26
Subtotal for IFSP service associated TOTAL	26,917	\$31	\$171,530	\$2,257	22.42

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 104 shows the time and cost for other required components for early intervention service delivery and these averaged \$954 per child and family served. Child find, outreach, referral and transition explained over 3% of total cost and eligibility determination over 4%. Professional development was almost 2% of total cost in May. All together this category accounts for almost 9.5% of total cost of services in the Southeast Utah program.

Table 104: Southeastern Utah Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	4,060	\$32	\$26,165	\$344	3.42
Eligibility determination	5,130	\$30	\$31,000	\$408	4.05
Family fee program	175	\$22	\$763	\$10	0.10
Professional development	2,275	\$32	\$14,584	\$192	1.91
Subtotal for other Required components	11,640	\$29	\$72,513	\$954	9.48

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination was estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for the Southeastern Utah Program referrals enrolled and not enrolled are shown in Table 105. May referrals totaled about 8% of the total during FY14 so were lower than most other months during FY14. Approximately 38% of May referrals were not eligible. During FY14, using BTOTS data, 29% of referrals were not eligible. The cost of eligibility

determination based on May data for the 36 referrals that were estimated as non-eligible was over \$11,000. This doesn't include activities associated with eligibility determination, which is discussed in the next section.

Table 105: Southeastern Utah Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	5,130	61,560	
Average hourly rate (\$)	\$30.21	\$30.21	
Total referrals cost (\$)	\$2,583	\$31,000	
Total eligible referrals (count)	5	60	81
Total non-eligible referrals (count)	3	36	33
Total referrals from BTOTS(count)	8	96	114
Average cost per referral (\$)	\$323	\$323	
Average hours per referral	10.69	10.69	
Total referral cost (\$) enrolled children/families	\$1,615	\$19,375	
Total referral cost (\$) non-enrolled children/families	\$969	\$11,625	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 106 summarizes the time and cost of activities that are necessary to support other required components for the Southeastern Utah Program. These costs are over 16% of total costs or \$1,704 per child/family served. The activity time and cost of no shows for those services was larger than for other programs and yet, not a major factor in the cost of these activities. Preparation, consultation, making/confirming appointments and paperwork, and data entry were similar in cost and explained most of the cost in this category at about 6.2% and 5.6% respectively. Travel accounted for almost 3% of total cost or \$289 per child and family served. There is time-consuming paperwork associated with documenting both direct services and other required components. Examples of these are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- these are all part of completing activities related to direct services and other required components.

Table 106: Southeastern Utah Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	7,922	\$30	\$47,412	\$624	6.20
Paper work and Data entry	6,822	\$31	\$42,525	\$560	5.56
Travel related to Other Required Components	3,530	\$31	\$21,964	\$289	2.87
Consultation with staff or families	2,674	\$30	\$16,239	\$214	2.12
No shows	345	\$20	\$1,383	\$18	0.18
Subtotal for Other Required Component Total	21,293	\$29	\$129,524	\$1,704	16.93

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction and Physical, Occupational, and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but are not included in individual or group direct service costs. These were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings, and budgets.

The pie chart shown in Figure 25 displays the percent of total cost of all of the activities discussed so far. In addition, it shows the percent of total cost that is non-personnel expenditures, personnel leave and in-kind costs. These three cost categories accounted for 20% of total cost. Non-personnel expenditures were 11%, paid and unpaid leave was 8% and in-kind was 1%.

The 13 different direct services categories, including individual and group, accounted for about 11% of total cost and time. Activities associated with IFSP services accounted for another 22% of total cost. Other required components accounted for 9% and activities associated with those accounted for 17% of FY14 cost. Altogether, direct services, other required components, and activities in support of those accounted for 59% of total cost of Southeastern Utah’s BWEIP.

Figure 25 shows that administration accounted for another 21% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities. Much of this administrative cost was in-kind from Utah State University—estimated at about \$57,383 and that is about 1/3 of total administrative cost for this program.

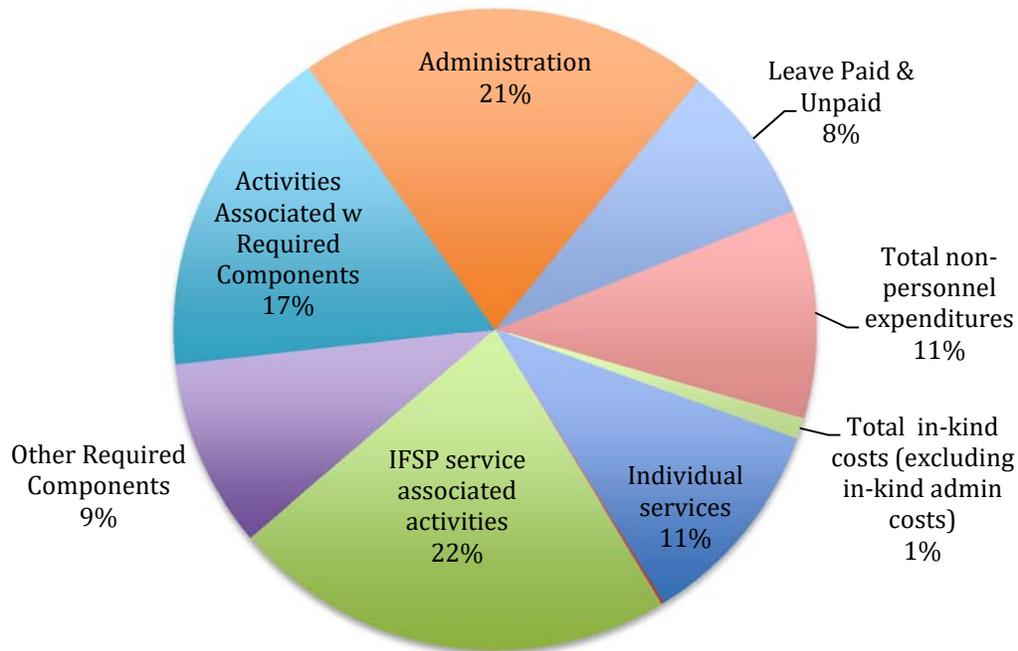


Figure 25: Southeastern Utah Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

Utah State University waived off-campus indirect costs for the Southeastern Utah BWEIP program. The value of this was estimated at approximately \$65,488 and most of that was in-kind administrative personnel such as staff that work on the budget, human resources and payroll. In addition, staff at SEEIP donated mileage costs to the program, and mileage in-kind for travel explained the other 12% of in-kind costs for this program. The resources that were in-kind included public (University) and private funds and these are shown in Figure 26.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 107 shows the SEEIP BTOTS data for FY14 planned and delivered services, and the percent delivered or cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

As was the case in many other BWEIPs, Special Instruction was the most frequently planned and delivered service at SEEIP. Families cancelled 12% of planned Special Instruction visits and service providers cancelled about 1%. No shows accounted for about 6% of the planned Special Instruction that was not delivered. Service Coordination had the second highest number of planned services and 91% of those services were delivered. No shows accounted for 34% of Service Coordination services that were not delivered as planned.

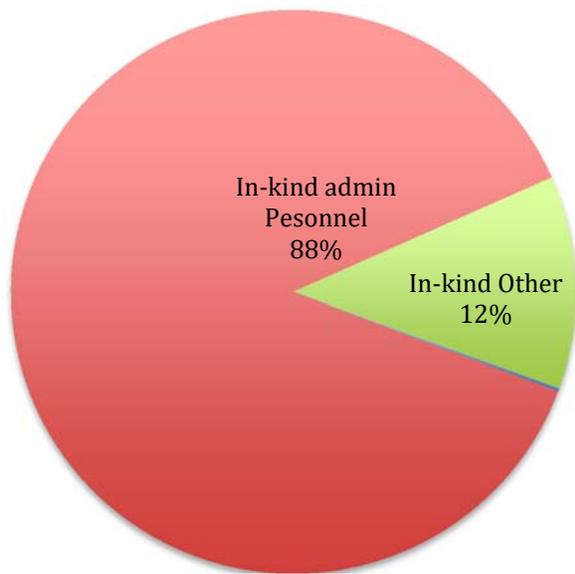


Figure 26: Southeastern Utah In-Kind Supports by Category

Table 107: Southeastern Utah Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	1	0	0	0	0	1	100	0
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	70	13	0	4	17	87	80	20
Nutrition	0	0	0	0	0	0		
OT	99	13	1	0	14	113	88	12
Other EI Services	17	5	1	0	6	23	74	26
Psychological	0	0	0	0	0	0		
PT	119	13	0	8	21	140	85	15
Respite Care	0	0	0	0	0	0		
Service Coordination	455	29	2	16	47	502	91	9
SLP	5	3	0	0	3	8	63	38
Social Work	0	0	0	0	0	0		
Special Instruction	1931	293	32	149	474	2405	80	20

Southern Utah University BWEIP

Southern Utah University (SUU) administers the SUU BWEIP Program. It encompasses the large orange area of the BWEIP map shown in Figure 2. This program is located in south-central and southwest Utah in Beaver, Iron, Garfield, and Kane counties. They used a dedicated Service Coordination model to serve families and children in the program. SUU’s BWEIP is a small, rural program that served 70 children on December 1, 2013. That was 2.18% of the children that were age birth to three in the region. Approximately 26% of the children and families served were Medicaid or CHIP eligible.

SUU Cost Summary

Table 108 summarizes the total cost for SUU, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 2nd in average cost per child and family served and 11th in total cost out of 15 early intervention programs. SUU received approximately 3% of total costs for BWEIP statewide. Average cost per child and family served was \$10,893.

Table 108: SUU Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$762,482	\$10,893	2	3%	11

Data to Address Research Questions for the SUU

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 109 shows the results of the time diary for May 2014 for individual services provided to SUU families and children. The average cost per child for individual services was \$898 and

those services comprised just over 8% of the total cost for SUU’s BWEIP services. Most of the cost was incurred through the delivery of Speech and Language Therapy services at \$312 per child and family served. Special Instruction was second at \$198 per child and family and almost 2% of total cost. All services except Special Instruction, Speech and Language Therapy, and Physical Therapy (about 2% of total cost each) comprised less than 1% of the total cost each and totaled about 1.5% of total cost. Special Instruction averaged about \$26 per hour including all benefits. Service Coordination was \$44 per child and family and .4% of total cost. Table 110 shows the same variables for group intensity services at SUU in May 2014. Special Instruction provided in a group setting totaled just over 3% of the total cost of services and averaged \$346 per child and family served.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 109: SUU Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	435	\$47	\$4,046	\$58	0.53
Physical Therapy	1,585	\$50	\$15,850	\$226	2.08
Speech Language Therapy	2,410	\$45	\$21,833	\$312	2.86
Family Training	15	\$14	\$41	\$1	0.01
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	2,657	\$26	\$13,839	\$198	1.82
Occupational Therapy	420	\$50	\$4,200	\$60	0.55
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	510	\$30	\$3,048	\$44	0.40
Subtotal for TOTAL	8,032	\$37	\$62,858	\$898	8.24

Table 110: SUU Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	0	\$0	\$0	\$0	0.00
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	0	\$0	\$0	\$0	0.00
Family Training	0	\$0	\$0	\$0	0.00
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	0	\$0	\$0	\$0	0.00
Psychological	0	\$0	\$0	\$0	0.00
Social Work	0	\$0	\$0	\$0	0.00
Special Instruction	4,615	\$26	\$24,250	\$346	3.18
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	\$0	\$0	\$0	0.00
Service Coordination	250	\$27	\$1,355	\$19	0.18
Subtotal for group services	4,865	\$53	\$25,604	\$366	3.36

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for more than 25% of total cost. Paperwork and data entry explained over half of this cost. Preparation for group and individual services each explained around 3% of total cost each. Travel was 4% of total cost or \$452 per child and family related to direct service provision. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category. Consultation explained most of the rest of cost in this category at about 1.3% of total cost.

Table 111: SUU Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	690	\$32	\$4,401	\$63	0.58
Paper work and data entry	13,345	\$36	\$96,162	\$1,374	12.61
Preparation for Individual services	4,641	\$28	\$26,416	\$377	3.46
Preparation for group services	4,679	\$26	\$23,965	\$342	3.14
Consultation	1,443	\$33	\$9,665	\$138	1.27
Travel	4,495	\$35	\$31,638	\$452	4.15
No show	0	\$0	\$0	\$0	0.00
Paraprofessional supervision	0	\$0	\$0	\$0	0.00
Child care	0	\$0	\$0	\$0	0.00
Subtotal for IFSP service associated TOTAL	29,293	\$32	\$192,246	\$2,746	25.21

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination
- Transition
- \$ Professional Development
- Language Interpreters

Table 112 shows the time and cost for other required components for early intervention service delivery and these averaged \$624 per child and family served. Child find, outreach, referral and transition explained almost 3% of total cost and eligibility determination almost 1.5%. Professional development was over 1.5% of total cost in May. All together this category accounts for just almost 6% of total cost of early intervention services in the SUU program.

Table 112: SUU Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	3,521	\$31	\$21,554	\$308	2.83
Eligibility determination	1,309	\$39	\$10,205	\$146	1.34
Family fee program	50	\$22	\$222	\$3	0.03
Professional development	1,760	\$33	\$11,723	\$167	1.54
Subtotal for other Required components	6,640	\$31	\$43,704	\$624	5.73

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the costs of referrals not completed are estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for the SUU BWEIP referrals enrolled and not enrolled are shown in Table 113. May referrals totaled about 7% of the total during FY14 so were lower than most other months during FY14. Approximately 29% of May referrals were not eligible and this percentage was 23% for FY14 using BTOTS data. The cost of eligibility determination based on May data for the 24 referrals that were estimated as non-eligible was \$2,916. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 113: SUU Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	1,309	15,708	
Average hourly rate (\$)	\$38.98	\$38.98	
Total referrals cost (\$)	\$850	\$10,205	
Total eligible referrals (count)	5	60	82
Total non-eligible referrals (count)	2	24	24
Total referrals from BTOTS(count)	7	84	106
Average cost per referral (\$)	\$121	\$121	
Average hours per referral	3.12	3.12	
Total referral cost (\$) enrolled children/families	\$607	\$7,289	
Total referral cost (\$) non-enrolled children/families	\$243	\$2,916	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 114 summarizes the time and cost of activities that are necessary to support other required components for the SUU Program. These costs were a little less than 8% of total costs or \$834 per child/family served. The activity time and cost of no shows for those services was relatively larger than for other programs and yet not a major factor in the cost of these activities. Preparation, consultation, making/confirming appointments, and paperwork and data entry were similar in cost and explained most of the cost in this category at just over 2% for the former and almost 2.5% for the latter. Travel accounted for about 2% of total cost and \$181 per child and family served. There is time-consuming paperwork associated with documenting both direct services and other required components. For example, the IFSP, BTOTS tracking system, compliance monitoring and assessment forms, etc., which are all part of completing activities related to direct services and other required components.

Table 114: SUU Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	2,638	\$32	\$16,627	\$238	2.18
Paper work and Data entry	2,895	\$33	\$18,985	\$271	2.49
Travel related to Other Required Components	2,024	\$31	\$12,694	\$181	1.66
Consultation with staff or families	1,485	\$27	\$8,054	\$115	1.06
No shows	288	\$36	\$2,050	\$29	0.27
Subtotal for Other Required Component Total	9,330	\$32	\$58,409	\$834	7.66

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational, and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 27 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. SUU had no in-kind costs. The other two cost categories explained 22% of total cost. Non-personnel expenditures accounted for 10% and leave, paid and unpaid, accounted for the other 12%.

The 13 different direct services categories, within individual and group, accounted for about 12% of total cost and time. Activities associated with IFSP services accounted for another 25% of total cost. Other required components accounted for 6% of FY14 cost and activities associated with those accounted for 8%. All together direct services, other required components, and activities in support of those accounted for 51% of total cost of SUU’s BWEIP and activities associated with direct service delivery was over half of this amount.

Figure 27 shows that administration accounted for another 27% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities.

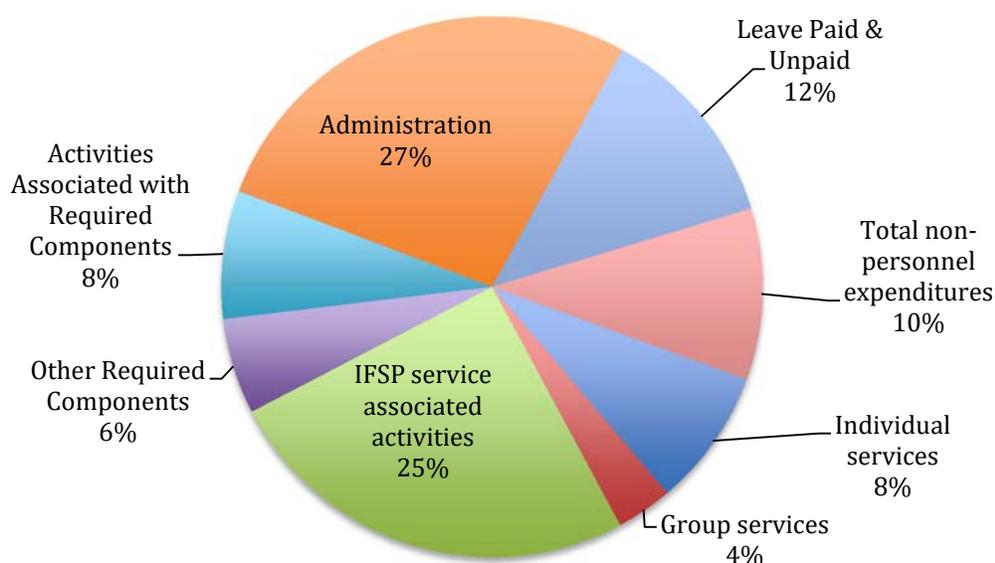


Figure 27: SUU Program: % of Activity Subtotals out of Total Cost

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

Southern Utah University reported that they received no in-kind support for their BWEIP.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences.

Table 115 shows the SUU BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

As was the case in many other BWEIPs, Special Instruction was the most frequently planned and delivered service at SUU. Overall, the rate of delivered Special Instruction service was relatively

high. Families cancelled 7% of these planned visits and service providers cancelled about 2%. No shows accounted for about 3% of the planned Special Instruction that was not delivered. Service Coordination had the highest rate of planned services that were delivered at 98%. Speech and Language Therapy and Physical Therapy, followed Special Instruction, as the 2nd and 3rd most frequent services planned. These services achieved delivery rates of 80% and 92% respectively.

Table 115: SUU Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	0	0	0	0	0	0		
Audiology	0	0	0	0	0	0		
Family Training	0	0	0	0	0	0		
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	0	0	0	0	0	0		
Nutrition	0	0	0	0	0	0		
OT	89	7	0	2	9	98	91	9
Other EI Services	0	0	0	0	0	0		
Psychological	0	0	0	0	0	0		
PT	390	33	1	2	36	426	92	8
Respite Care	0	0	0	0	0	0		
Service Coordination	124	1	1	0	2	126	98	2
SLP	545	108	18	10	136	681	80	20
Social Work	0	0	0	0	0	0		
Special Instruction	847	66	25	30	121	968	88	13

Up to 3 BWEIP

The Up to 3 BWEIP is a university run program affiliated with Utah State University. Up to 3 is located in the northern most region of the state and is shown as the salmon colored area that includes Logan and Brigham City. They used a dedicated Service Coordination delivery model to serve families and children. It is a medium sized, mixed rural/urban program that served 216 families and children on December 1st, 2013. This represented about 2.29% of the population of children age birth to three in the region. Almost 50% of these children and families were Medicaid or CHIP eligible.

Up to 3 Cost Summary

Table 116 summarizes the total cost for Up to 3, including in-kind cost of all resources, administration, personnel and non-personnel costs. This program ranks 5th in average cost per

child and family served and 4th in the total cost of the program compared to others in the state. Up to 3 explained approximately 9% of total Utah BWEIP costs, and cost per child and family served averaged \$9,907.

Table 116: Up to 3 Average Cost per Child and Rank of Average Cost Per Child Compared to Other Local Program Cost

Total Cost	Average Cost Per Child	Rank by Average Cost Per Child	% of total program cost	Rank by total cost
\$2,140,011	\$9,907	5	9%	4

Data to Address Research Questions for the Up to 3

Research Question 1: What is the total and average (per child) amount of costs spent on individual direct services? What is the cost for group intensity services?

- Audiology
- Assistive technology
- Psychological
- Family Training
- Health
- Nursing
- Nutrition
- Physical Therapy
- Occupational Therapy
- Speech/Language Therapy
- Social Work
- Special Instruction
- Service Coordination
- Other

Table 117 shows the results of the time diary for May 2014 for individual services provided to Up to 3 families and children. The average cost per child for individual services was \$625 and those services comprised about 6% of total cost for Up to 3’s BWEIP services. Most of the cost was incurred through the delivery of Special Instruction and Speech and Language Therapy services, at \$194 and \$158 per child and family served, respectively. The other individual direct services accounted for less than 1% each of total cost of services at Up to 3. Table 118 shows the same variables for group intensity services at Up to 3 in May 2014. About 2% of total cost of services was due to group intensity Special Instruction. Altogether, group services accounted for almost 3% of total cost for Up to 3.

There are four additional activity categories that answer the cost study research questions 2, 3, 4, 5, and 6. They are:

- Activities associated with direct service;
- Activities to provide other required Part C components;
- Activities associated with other required components; and,
- Administration.

Table 117: Up to 3 Time and Cost of Individual Direct Services

Activity name	Time in May (minutes)	Average hourly cost salary, benefits	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	795	Average hourly rate	\$5,971	\$28	0.28
Nursing	5	\$38	\$33	\$0	0.00
Physical Therapy	1,155	\$33	\$12,222	\$57	0.57
Speech Language Therapy	5,295	\$53	\$34,222	\$158	1.60
Family Training	10	\$32	\$61	\$0	0.00
Health Services	0	\$30	\$0	\$0	0.00
Nutrition	210	\$0	\$1,257	\$6	0.06
Psychological	765	\$30	\$2,387	\$11	0.11
Social Work	1,205	\$16	\$12,214	\$57	0.57
Special Instruction	5,190	\$51	\$41,813	\$194	1.95
Occupational Therapy	2,260	\$40	\$18,699	\$87	0.87
Audiology	0	\$41	\$0	\$0	0.00
Service Coordination	1,206	\$0	\$6,187	\$29	0.29
Subtotal for TOTAL	18,096	\$26	\$135,065	\$625	6.31

Table 118: Up to 3 Time and Cost of Group Direct Services

Activity name	Time in May (minutes)	Average hourly cost (salary, benefits, TOS)	Total FY14 Cost (Av. Hr. rate (or cost) x 12 months)	FY 14 Average Cost per Child	% of Total FY14 Costs
Assistive Technology	60	\$34	\$411	\$2	0.02
Nursing	0	\$0	\$0	\$0	0.00
Physical Therapy	0	\$0	\$0	\$0	0.00
Speech Language Therapy	40	\$34	\$270	\$1	0.01
Family Training	1,425	\$32	\$9,165	\$42	0.43
Health Services	0	\$0	\$0	\$0	0.00
Nutrition	20	\$30	\$120	\$1	0.01
Psychological	0	\$0	\$0	\$0	0.00
Social Work	70	\$26	\$363	\$2	0.02
Special Instruction	7,945	\$29	\$45,856	\$212	2.14
Occupational Therapy	0	\$0	\$0	\$0	0.00
Audiology	0	0	0	0	0
Service Coordination	90	\$26	\$467	\$2	0.02
Subtotal for group services	9,650	\$30	\$56,653	\$262	2.65

Research Question 2. What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and Data Entry.

Activities Associated with Direct Services

Activities associated with direct services accounted for almost 19% of total cost. Paperwork and data entry was the largest cost in this category at over 5% of total cost and \$513 per child and family served. Travel related to direct services was almost 4% of total cost and \$365 per child and family served. Staff preparation for individual services and consultation followed at almost 3% of total cost each. Part C legislative requirements related to compliance monitoring, data tracking and natural environments explain some of the time and costs in this activity category. The cost of no shows was less than .5% of total cost as was the cost for paraprofessional supervision.

Table 119: Up to 3 Time and Cost of Associated Activities Related to Direct Early Intervention Services

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Making/confirming appoints	6,035	\$30	\$36,549	\$169	1.71
Paper work and data entry	17,052	\$32	\$110,802	\$513	5.18
Preparation for Individual services	10,600	\$29	\$61,466	\$285	2.87
Preparation for group services	4,620	\$31	\$28,342	\$131	1.32
Consultation	9,124	\$31	\$56,023	\$259	2.62
Travel	12,926	\$31	\$78,854	\$365	3.68
No show	1,460	\$35	\$10,126	\$47	0.47
Paraprofessional supervision	847	\$21	\$3,605	\$17	0.17
Child care	5,820	\$16	\$18,945	\$88	0.89
Subtotal for IFSP service associated TOTAL	68,484	\$28	\$404,712	\$1,874	18.91

Research Question 3. What is the total and average (per child) amount spent on Other Required Components?

- Child find
- Outreach
- Referral
- \$ Eligibility Determination (Intake & Assessment)
- \$ Parent Fee Determination

Transition
 \$ Professional Development
 Language Interpreters

Table 120 shows the time and cost for other required components for early intervention service delivery and these averaged \$983 per child and family served and accounted for almost 10% of total cost. Child find, outreach, referral and transition explained almost 4% of total cost and eligibility determination was over 3%. Professional development was also close to 3% of total cost in May.

Table 120: Up to 3 Time and Cost for Other Required Component Activities

Activity name	Time in May (minutes)	Average hourly cost	FY14 Cost	FY 14 Average Cost per Child	% of Total Costs
Child find, outreach, referral, transition	12,927	\$31	\$80,950	\$375	3.78
Eligibility determination	10,895	\$32	\$69,048	\$320	3.23
Family fee program	505	\$28	\$2,836	\$13	0.13
Professional development	9,245	\$32	\$59,395	\$275	2.78
Subtotal for other Required components	33,572	\$31	\$212,230	\$983	9.92

Research Questions 4. What is the cost of referrals that are enrolled in BWEIPs? What is the cost of referrals that aren't enrolled in BWEIPs?

Eligibility determination is one of the activities that is estimated **separately**. This is to estimate the cost of referrals that are eligible and those that are not eligible. Children are referred to local programs and then go through a process to determine eligibility. For a variety of reasons many children that begin eligibility determination don't actually enroll in a BWEIP. Some families/children move; change their mind about enrolling and drop out (sometimes to enter later); some children are evaluated and assessed and found not to meet the eligibility criteria. Children that don't complete the process of eligibility determination or who are determined not eligible, still generate costs to the program for those services, but no revenues. Therefore, the cost of referrals not completed is estimated for each program as part of the cost study using May time diary data that estimated the cost per hour of eligibility determination and the time spent on this activity.

The cost estimates for the Up to 3 Program referrals enrolled and not enrolled are shown in Table 121. May referrals totaled about 9% of the total during FY14 so were representative of the number of referrals over the year. Approximately 41% of May referrals were not eligible and this percent was about 33% for FY14 using BTOTS data. The cost of eligibility determination based on May data for the 180 referrals that were estimated as non-eligible during FY14 was almost \$28,000. This doesn't include activities associated with eligibility determination that is discussed in the next section.

Table 121: Up to 3 Program: Time and Cost of Eligibility Determination for Eligible and Non-eligible Referrals

	May 2014	Estimated FY14	Actual FY14
Total time (min.)	10,895	130,740	
Average hourly rate (\$)	\$31.69	\$31.69	
Total referrals cost (\$)	\$5,754	\$69,048	
Total eligible referrals (count)	22	264	284
Total non-eligible referrals (count)	15	180	137
Total referrals from BTOTS(count)	37	444	421
Average cost per referral (\$)	\$156	\$156	
Average hours per referral	4.91	4.91	
Total referral cost (\$) enrolled children/families	\$3,421	\$41,055	
Total referral cost (\$) non-enrolled children/families	\$2,333	\$27,992	

Research Question 5. What is the total and average (per child) amount of costs spent on Associated Activities related to Other Required Components

- \$ Provider Travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to Part C.

Similar to Direct Services there are many activities that are necessary to support other required components in the BWEIPs. Table 122 summarizes the time and cost of activities that are necessary to support other required components for the Up to 3 program. These costs are almost 18% of total costs or \$1,768 per child/family served. The activity time and cost of no shows for those services was not a major factor in the cost of these activities. Preparation, consultation, making/confirming appointments and paperwork and data entry were similar in cost and explained most of the cost in this category at over 5% each. Travel also accounted for over 5% of total cost. Travel was about \$511 per child and family served. There is time-consuming paperwork associated with documenting both direct services and other required components. Examples are completing the Individualized Family Service Plan, BTOTS tracking system, compliance monitoring and assessment forms, etc.-- which are all part of completing activities related to direct services and other required components. The Up to 3 BWEIP includes some very rural parts of the state and, as a result, travel costs are significant. This is especially true when travel in each category is totaled. At the Up to 3 BWEIP, it is almost 9% of total cost or almost \$900 per child and family that were served during FY14.

Research Question 6. What is the percentage of the total amount spent by program on direct services? What is the percentage of the total amount spent by program on administrative services?

Table 122: Up to 3 Time and Cost of Activities Associated with Other Required Component Activities

Activity	Total Minutes	Average Cost Per Hour	FY 14 Total Cost	FY 14 Average Cost per Child	% of Total Cost
Preparation, consultation, making/confirming appointments	17,826	\$31	\$111,938	\$518	5.23
Paper work and Data entry	18,125	\$32	\$114,555	\$530	5.35
Travel related to Other Required Components	18,426	\$30	\$110,458	\$511	5.16
Consultation with staff or families	6,066	\$30	\$36,528	\$169	1.71
No shows	1,400	\$30	\$8,421	\$39	0.39
Subtotal for Other Required Component Total	61,843	\$31	\$381,900	\$1,768	17.85

We are defining direct services as the individual and group services as listed on the IFSP. Examples of these services are Special Instruction, and Physical, Occupational, and Speech Therapy. Other activities such as assessment and IFSP services are done directly with the child and family but were not included in individual or group direct service costs. They were addressed in Question 5. Administrative activities include payroll, human resources, supervising staff, hiring, administrative meetings and budgets.

The pie chart shown in Figure 29 displays the percentage of total cost of all of the activities discussed so far. In addition, it shows the percentage of total cost that is non-personnel expenditures, personnel leave and in-kind cost. These three cost categories accounted for 22% of total cost. Non personnel expenditures were 7%, leave, paid and unpaid, was 10% and in-kind costs was 5% of total cost. This does not include in-kind administrative costs that are discussed below.

The 13 different direct services categories, within individual and group, accounted for about 9% of total cost and time. Activities associated with IFSP services accounted for another 19% of total cost. Other required components accounted for 10% of FY14 cost and activities associated with those accounted for 18%. All together direct services, other required components, and activities in support of those accounted for 56% of total cost of Up to 3's BWEIP.

Figure 29 shows that administration accounted for another 22% of total activity costs. The estimate of administrative cost included administrative time reported on the time diary when their time was split between administration and direct services and time reported in expenditures and on the administrative cost protocol for staff whose time is spent 100% in administrative activities. Much of this administrative cost was in-kind from Utah State University—estimated at about \$145,633 and that is about 1/3 of total administrative cost for this program.

Research Question 7. What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

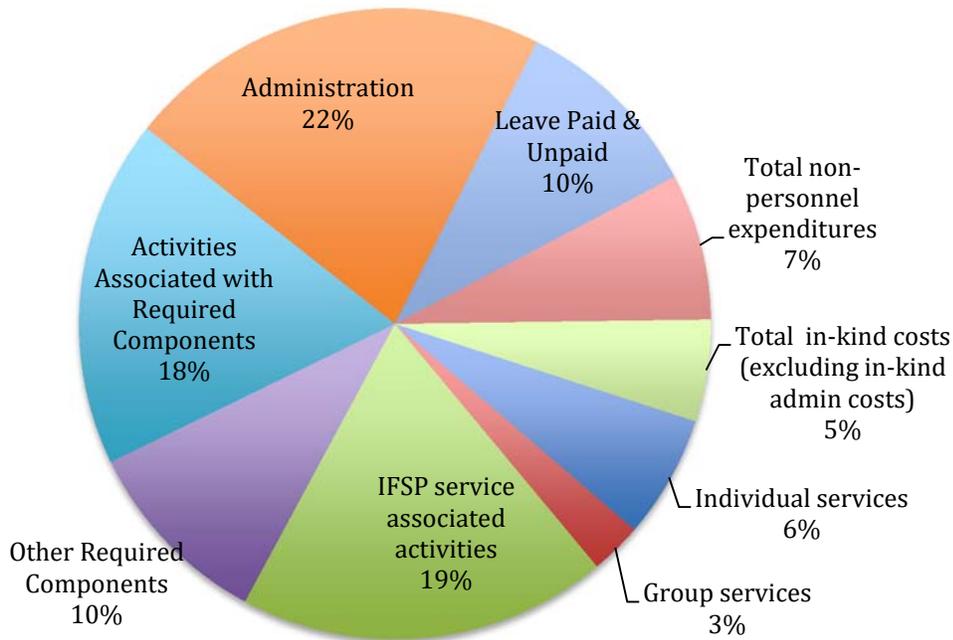


Figure 29: Up to 3 Program: % of Activity Subtotals out of Total Cost

Utah State University waived the indirect costs on-campus and off-campus for the Up to 3 Program. Up to 3 provided training for professionals that are future BWEIP service providers throughout the state. To estimate the value of in-kind costs for this program the value of the on campus indirect rate was estimated for children and families served in the Logan area where facilities are donated by the university. Families and children served in Brigham City and Tremonton benefit by having the off-campus rate waived. Up to 3 rents facilities in Brigham City and Tremonton to house staff and serve families so this amount was lower. Figure 30 shows that over half of the in-kind cost was estimated as administrative personnel and this accrued to all families served by the Up to 3 Program (in Logan, Brigham City and Tremonton). In-kind rental land and building, building and grounds, and utilities were estimated and applied to the children and families served in Logan and accounted for about 31% of in-kind cost to this program.

Research Question 8. What is the difference between planned and delivered services that are on the IFSP? Describe the family and provider reasons for those differences

Table 139 shows the Up to 3 BTOTS data for FY14 planned and delivered services, and the percent delivered and cancelled either by providers or family members. It also shows the reason for the services that were not delivered.

As was the case in many other BWEIPs, Special Instruction was the most frequently planned and delivered service at Up to 3. Families cancelled 3% of these planned visits and service providers cancelled less than 1%. No shows by families accounted for more than 75% of the planned Special Instruction that was not delivered. Speech and Language Therapy had the second highest number of planned services and 71% of those services were also delivered.

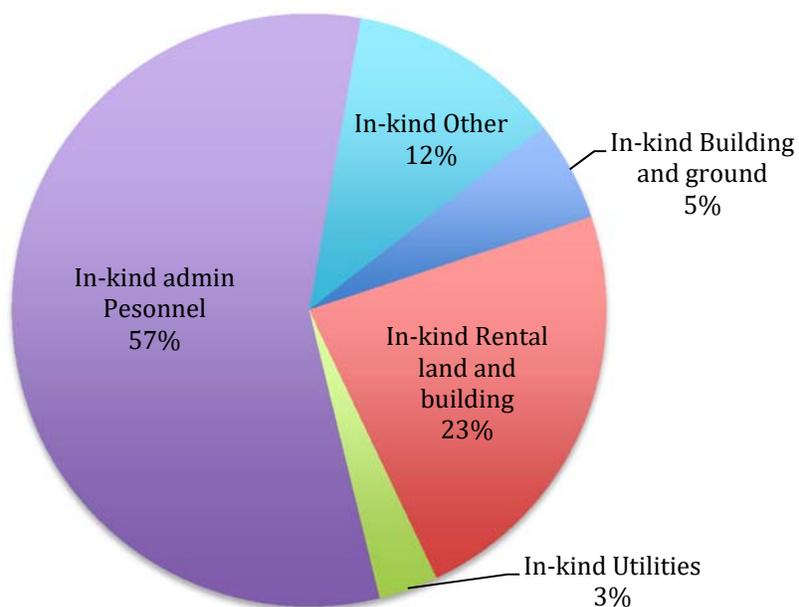


Figure 30: Up to 3 In-Kind Supports by Category

Table 123: Up to 3 Planned Versus Delivered Service Delivery

Service	Total delivered services	Family cancelled services	Provider cancelled services	No shows	Total cancelled services	Total planned services	% Planned Services that were Delivered	% Planned Services that were Cancelled
Assistive Technology	26	9	0	1	10	36	72	28
Audiology	1	0	0	0	0	1	100	0
Family Training	188	0	0	102	102	290	65	35
Health Services	0	0	0	0	0	0		
Medical	0	0	0	0	0	0		
Nursing	3	0	0	0	0	3	100	0
Nutrition	51	10	0	2	12	63	81	19
OT	677	180	21	52	253	930	73	27
Other EI Services	0	0	0	0	0	0		
Psychological	289	78	13	43	134	423	68	32
PT	399	80	6	27	113	512	78	22
Respite Care	0	0	0	0	0	0		
Service Coordination	649	142	19	58	219	868	75	25
SLP	1727	474	103	129	2706	2433	71	29
Social Work	229	36	1	12	49	278	82	18
Special Instruction	3215	401	107	11143	11651	14866	22	78

Comparison and Summary of 15 BWEIP Costs

Summary of 15 BWEIPs

Table 124 shows the amount of funds generated from each early intervention revenue source for SFY14. The expenditures were from state general fund, and federal Part C revenues as well as Medicaid, and CHIP revenues generated based on child eligibility for those programs. Family fees were also included as part of these statewide revenue sources available to the 15 different programs that deliver early intervention services statewide. Family fees were charged based on family income using a sliding fee scale and taking into account income after allowable family expenses such as medical costs. The bulk of total revenues for this program came from the State General Fund, followed by Medicaid and then the Federal Part C Grant.

Table 124: Revenue Source and Amount - Total SFY 2014

Revenue Source	Total Revenue Amount
Federal Part C Grant	\$ 5,040,013
State General Fund	\$12,246,100
Medicaid	\$ 8,333,896
CHIP	\$ 330,400
Family Fees	\$ 374,051
TOTAL	\$26,324,460

Once again we turn to the research questions and list those that are addressed by data that compare the 15 local BWEIPs. The data presented in this section includes total cost, average cost per child and percent of total cost by category. Each category may explain different underlying costs in different ways. Total cost shows the magnitude, large or small, of the resources that flowed to a program. Typically, higher total cost was associated with larger child and family enrollment in the program. Average cost per child and family adjusts for the number of children and families that were served. Typically, average cost per child was higher, all other things equal, for programs that served fewer children and families. The percent of total cost is used to show the relative magnitude of cost out of total cost for specific activities or resources like direct service and administration. Each is useful to explain cost differences between programs.

Research Question 1: What is the total average, minimum and maximum amount of costs spent on individual direct services? What is the cost for group intensity services?

Audiology
Assistive technology
Psychological
Family Training
Health
Nursing
Nutrition

Physical Therapy
 Occupational Therapy
 Speech/language Pathology
 Social Work
 Special Instruction
 Service Coordination

Figures 31 and 32 show the average cost per child by program for individual and group direct services across programs. The programs with the lowest cost per child in this **direct** service category were PEIP, PT4K and Up to 3. PEIP had the lowest average cost per child and appeared to spend less than other programs on most categories as referenced in the individual report. Up to 3 had one of the highest average costs per child for **group** services, as shown in the next figure and they used more resources for group services - resources that other programs used for individual service delivery.



Figure 31: Average cost per child individual direct services.

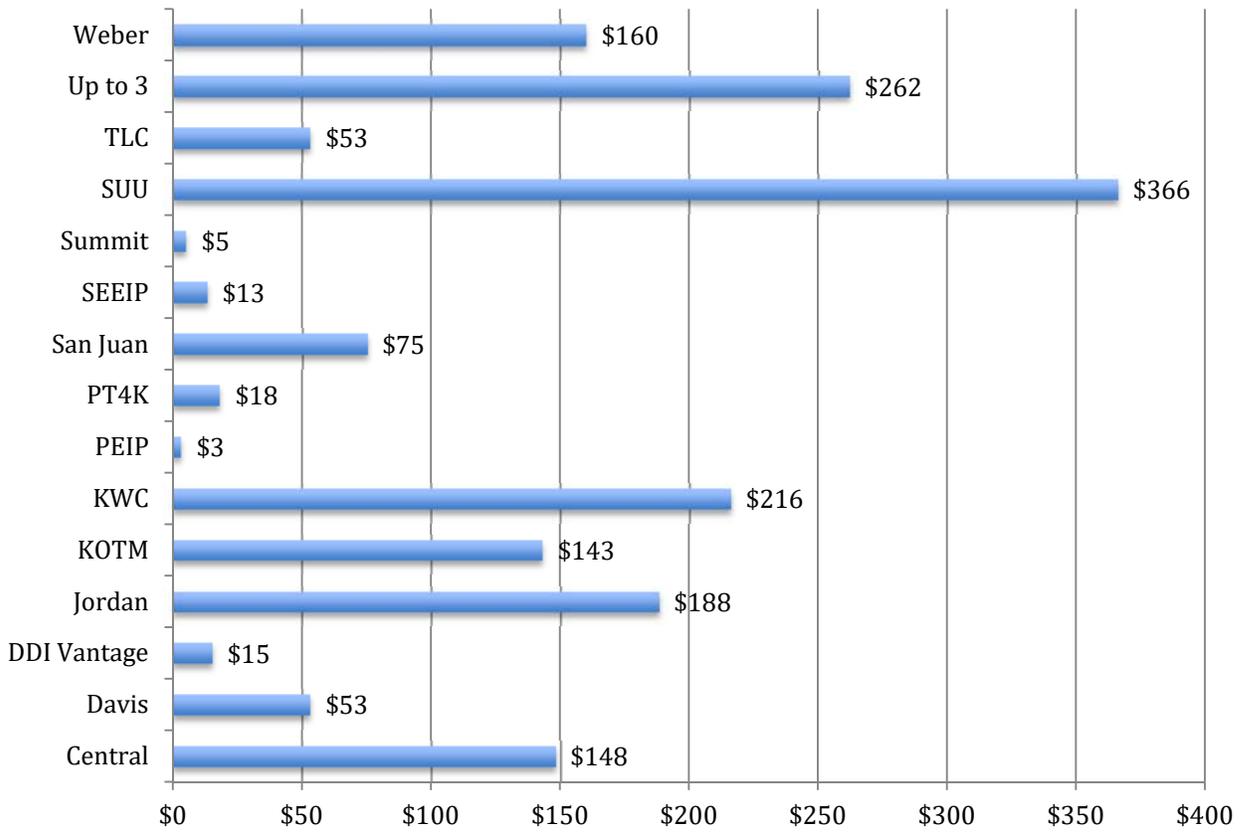


Figure 32: Average cost per child group direct services.

San Juan and Summit had the highest average cost per child for individual direct services followed by Weber, SEEIP and then Davis. SUU and Up to 3 were in the top 5 in terms of overall average cost per child and family, and they had the highest average cost per child and family for group intensity direct services. SUU and Up to 3 were both University programs and may have used group intensity services as a way to involve students in the BWEIP. We can conclude that Weber spent a larger portion of their resources on individual direct services than some other programs.

Research Question 2: What is the total, average, minimum and maximum amount of costs spent on associated activities related to direct services?

- \$ Provider travel;
- \$ No Shows;
- \$ Paraprofessional supervision;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork; and,
- Data Entry

For many programs this category represented the largest expenditure and cost (see Figure 33). There are many time-consuming activities included in this category. Paperwork and data entry consumed a large amount of staff time. Travel time was significant for all programs but especially those in rural areas and with lower child and family enrollment. Early intervention legislation set forth many requirements regarding safeguards for family and data tracking requirements and these have increased over time. The BWEIP state office is required to report a variety of data regularly to the U.S. Department of Education to show that they are delivering services as the law requires including delivering services in the natural environment. The *payor of last resort* requirement for early intervention requires more paperwork as well since early intervention is reimbursed from Medicaid and CHIP for many of the services that are provided, and the eligibility of families and children for those funding sources must be documented and maintained. Family fees also require paperwork and tracking. All of these contribute to the high cost of activities that are associated with direct services and other required components. Figure 34 shows that San Juan, SUU and Summit had the highest percentage of total cost spent on activities associated with direct services. This finding was consistent with San Juan and Summit spending more on individual direct services and SUU spending more on group direct services than many other programs.

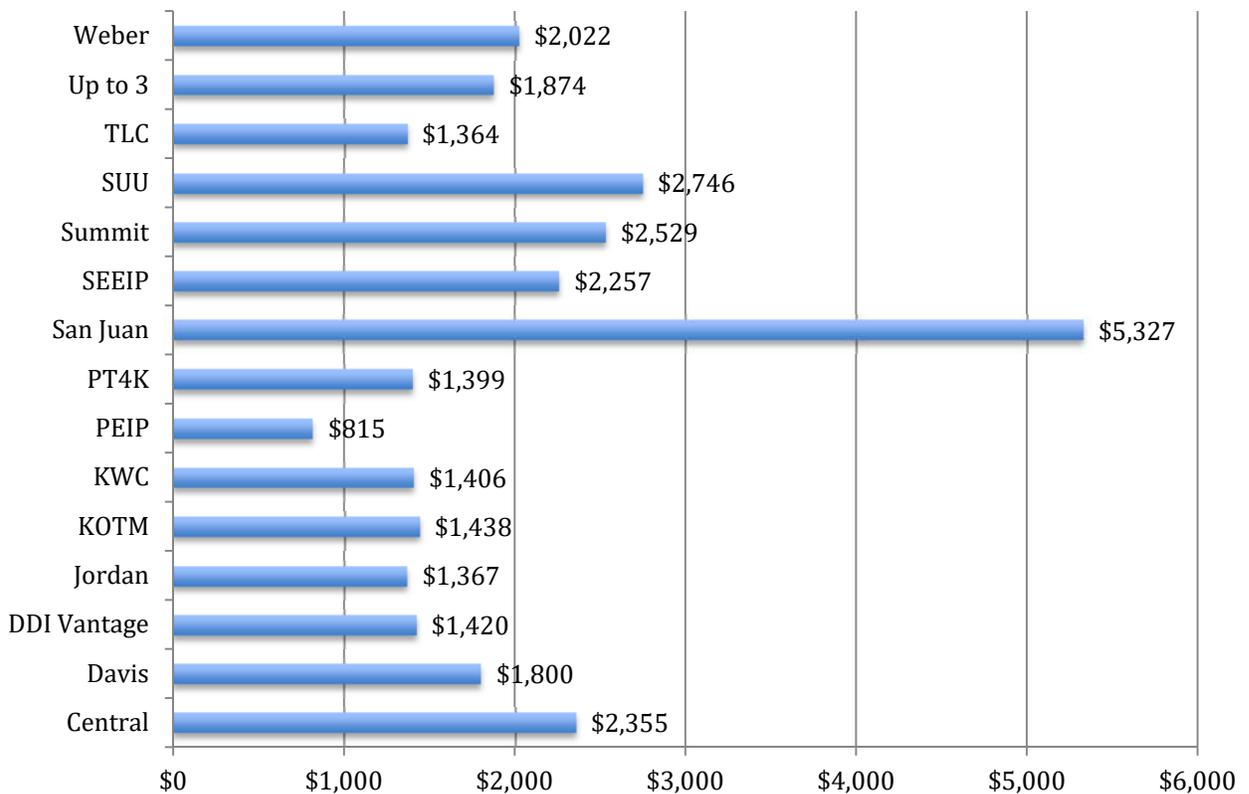


Figure 33: Average cost per child activities support direct services.

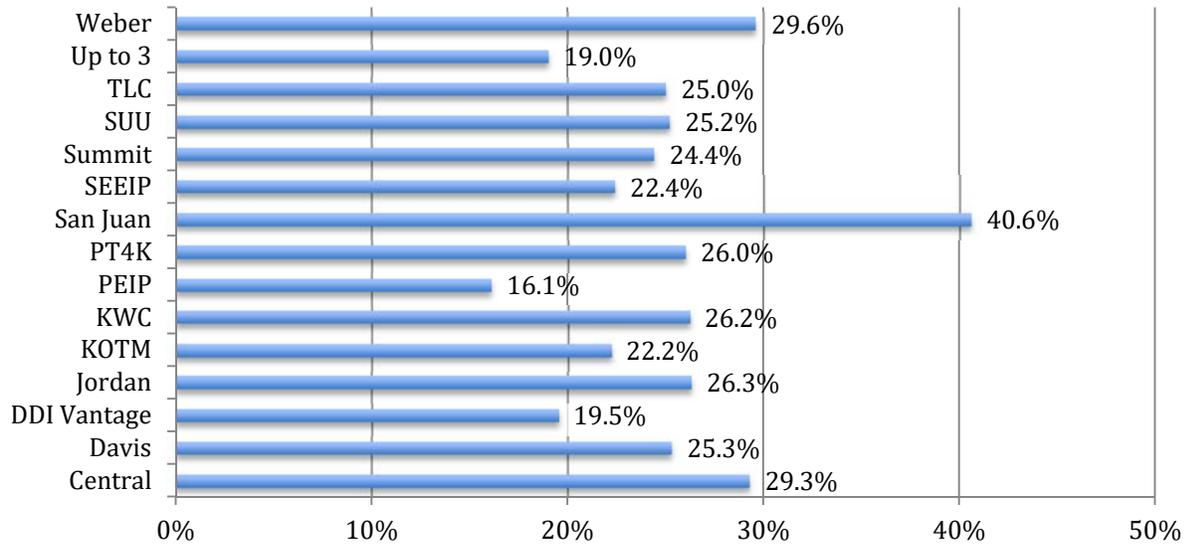


Figure 34: Percentage of total cost on activities to support direct services.

Cost of no shows: Table 125 shows the average cost per child for no shows for direct service visits (individual and group) and for other required components. The no show cost estimates were estimated from the May 2014 time diary. Providers were asked to report only no show time that could not be filled with other productive activities when they had a no show for a service. Overall, the cost per child by program is relatively small. The average no show cost for both

Table 125: Cost of No Shows for Direct Service Visits and Other Required Components by Program

Program Name	Direct Services	Other Required Components	No Show Cost Per Child
Central	\$33	\$0	\$33
Davis	\$29	\$7	\$36
DDI Vantage	\$24	\$4	\$28
Jordan	\$11	\$5	\$16
KOTM	\$17	\$3	\$20
KWC	\$15	\$0	\$15
PEIP	\$10	\$2	\$12
PT4K	\$25	\$6	\$31
San Juan	\$76	\$0	\$76
SEEIP	\$72	\$18	\$91
Summit	\$60	\$6	\$66
SUU	\$0	\$29	\$29
TLC	\$11	\$2	\$13
Up to 3	\$47	\$39	\$86
Weber	\$54	\$2	\$56

service settings ranges from a low at PEIP of \$12 per child and family to a high of \$91 at SEEIP. Special Instruction typically had the highest rate of no shows although there were variations across services and programs. The explanation for differences in cost would appear to be partly related to travel distance, whether providers are able to fill their time during scheduled no shows with other productive activities, as well as the number of no shows within programs. Up to 3 had a very high number of no shows for Special Instruction. Programs may consider whether higher no show rates for some services reflected a lower value placed on those services by families. Families would, on average, make more of an effort to receive services that they valued highly for their child. One rationale for family fees is that it may decrease the rate of no shows because parents are making a financial contribution towards the service. These data were not available for families that paid fees versus those that didn't so the reason for no shows is not clear. Overall the cost of no shows was minimal for most of the programs.

Cost of Paraprofessional Supervision: Table 126 gives the average cost per child and family by program for paraprofessional supervision. No program spent more than \$50 per child and family and it accounted for .5% of total cost for all programs. Clearly other activities in this category, such as making/confirming appointments and paperwork and travel, accounted for much more of the time and cost associated with direct services than either paraprofessional supervision or no shows.

Table 126: Cost of Paraprofessional Supervision by Program

Program Name	Time (minutes)	FY14 Cost	FY Cost per Child	% of Total Costs
Central	90	\$956	\$13	0.17
Davis	165	\$1,876	\$7	0.09
DDI Vantage	1091	\$9,366	\$11	0.15
Jordan	790	\$4,515	\$8	0.16
KOTM	415	\$3,429	\$7	0.11
KWC	0	\$0	\$0	0.00
PEIP	0	\$0	\$0	0.00
PT4K	60	\$590	\$6	0.11
San Juan	120	\$1,413	\$50	0.38
Southeast	120	\$709	\$9	0.09
SUU	0	\$0	\$0	0.00
Summit	0	\$0	\$0	0.00
TLC	865	\$4,165	\$23	0.43
Upto3	847	\$3,605	\$17	0.17
Weber	225	\$2,495	\$10	0.14

Research Question 3: What is the total, average, minimum and maximum amount of costs spent on Other Required Components?

- Child find;
- Outreach;
- Referral;
- \$ Eligibility Determination (Intake & Assessment);
- \$ Parent Fee Determination;
- Transition
- \$ Professional Development; and,
- Language Interpreters.

The time and cost for travel by staff related to direct services and other required components are presented later in this section under research question 24.

PT4K had the lowest average cost per child for other required components and Summit had the highest as shown in Figure 35. Looking at the percent of total cost in Figure 36, PEIP’s time and cost for other required components was one of the highest out of their total cost. PEIP’s overall cost per child was lower than many other programs and that explains this seeming anomaly in the data. This category has such diverse services included it is difficult to explain these variations. However some programs reported that March and April were very time intensive months for transition while other programs were stilling doing more transition plans during May than in other months. School districts decrease staff and activity levels for other grade levels, (ages 3 to 21), during the summer, therefore May is a time to undertake activities that may involve other service providers that either don’t work, or work fewer hours during the summer.

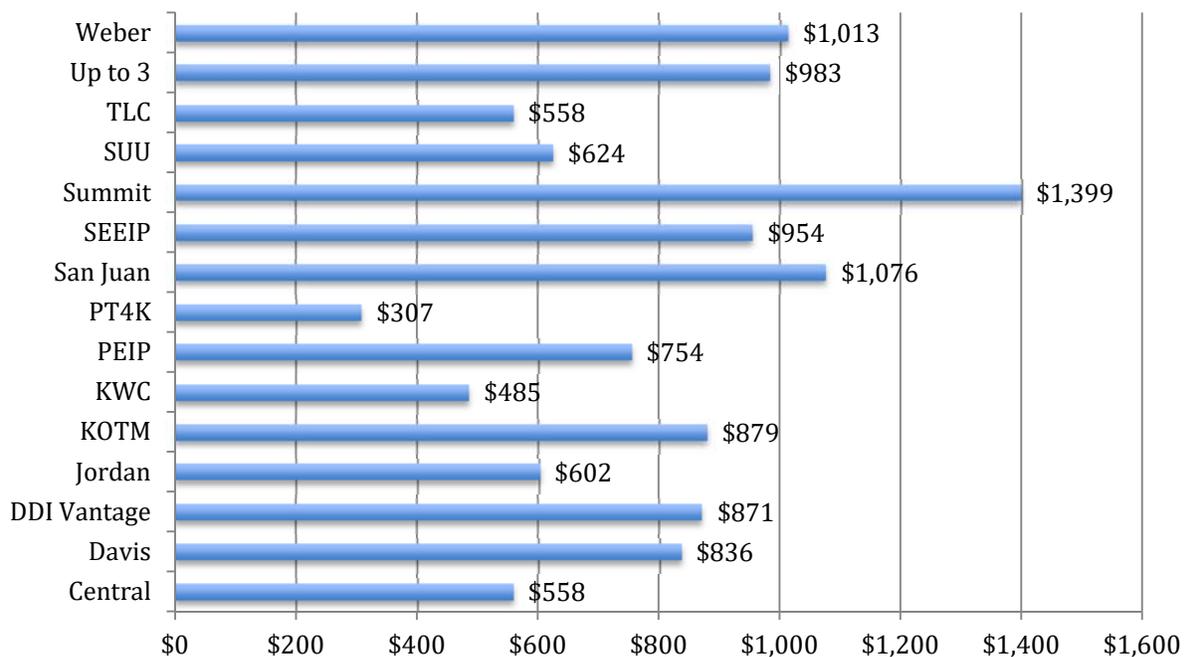


Figure 35: Average cost per child for other required components.

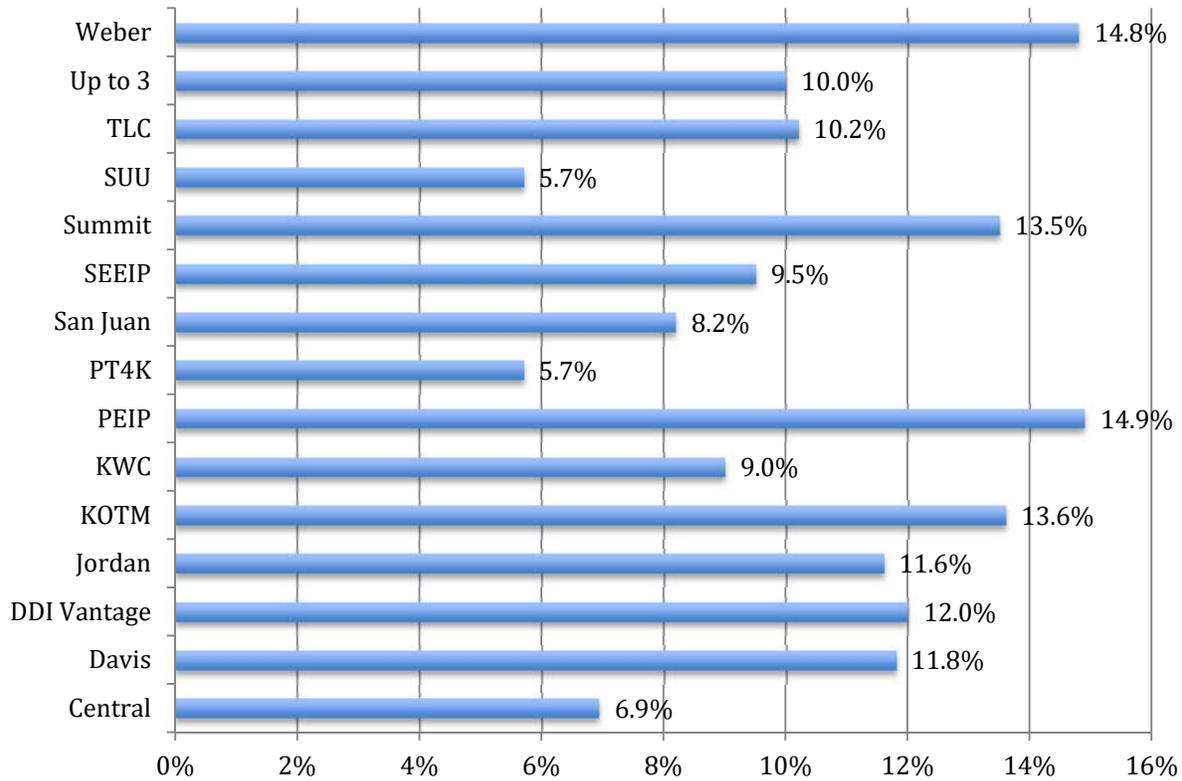


Figure 36: Percentage of total cost on other required components.

Total cost of eligibility determination for non-enrolled children: Detailed data and discussion related to the estimated May 2014 and total annual cost of BWEIP referrals that were ultimately not enrolled in the program was included in each of the individual BWEIP reports. Table 127 summarizes those findings across programs. The total cost estimated is \$318,089 statewide. Some programs tended to have fewer May referrals or non-eligible referrals than for the full year therefore this is a conservative estimate of the total cost of these services. This local BWEIP cost didn't generate revenues for local program reimbursement since these children and families didn't enroll in BWEIP for a variety of reasons and reimbursement depends on the number of children and families that enrolled and had and IFSP (moved, ineligible, chose not to enroll, etc.).

Family Fee Net Revenues: The cost of Family Fees by program is shown in Table 128 and the total and average cost by program is very small. There have been many activities implemented to streamline the parent fee determination and collection process in the BWEIP. For example, many families served by BWEIP don't have to complete the parent fee forms because they are Medicaid eligible. The local BWEIP cost may be underestimated because the cost of staff that only does administration is not included in these estimates. However it is useful to examine, in Table 129, the total cost of local and state parent fee administration compared with the revenues generated in SFY14. This table shows that the net revenues were approximately \$275,627. Some would argue that there are non-dollar costs and benefits from having family fees as well. Some providers have argued that it is difficult and intrusive to collect income data from families to

determine eligibility. Others argue that by having families pay fees for service that there is more buy in and they may feel more invested in services. From a purely cost perspective, it appears

Table 127: Total Cost of Non-Enrolled Families and Children

Program Name	Total cost of non-enrolled children
Central	\$6,314
Davis	\$46,544
DDIV	\$54,068
Jordan	\$15,908
KOTM	\$55,060
KWC	\$17,454
PEIP	\$14,992
PT4K	\$4,367
San Juan	\$10,777
SEEIP	\$11,625
Summit	\$10,810
SUU	\$2,916
TLC	\$9,675
Up to 3	\$27,992
Weber	\$29,587
Total	\$318,089

Table 128: Family Fee Local and State Cost of Administration

Program Name	Time Minutes	Total SFY14 Cost	Average Cost Per Child	% of Total Cost
Central	120	\$881	\$12	0.15
Davis	290	\$2,413	\$8	0.12
DDI Vantage	824	\$5,114	\$6	0.08
Jordan	555	\$4,168	\$8	0.15
KOTM	1,133	\$5,780	\$12	0.18
KWC	230	\$2,055	\$14	0.25
PEIP	140	\$840	\$5	0.09
PT4K	135	\$422	\$4	0.08
San Juan	15	\$177	\$6	0.05
SEEIP	175	\$763	\$10	0.10
Summit	218	\$1,921	\$34	0.33
SUU	50	\$222	\$3	0.03
TLC	297	\$1,901	\$11	0.20
Up to 3	505	\$2,836	\$13	0.13
Weber	1,022	\$10,853	\$42	0.62
Total Local BWEIP	5,709	\$40,345	\$11.34	2.56

Table 129: Net Revenues from Family Fees

Source	Revenues
Total Local BWEIP Parent Fee Cost	\$40,345
Total State Administrative Cost	\$58,079
Total Local and State Cost	\$98,424
Total Parent Fee Revenues	\$374,051
Net Parent Fee Revenues	\$275,627

that Utah BWEIP fees do generate some positive revenues to support service delivery although that amount is not large.

Professional Development

The time diary was used to obtain staff estimates of time spent in professional development activities during May 2014. The results are shown in Table 130. Average cost per child for professional development costs ranged from \$1 per child at KWC to \$349 per child at DDI Vantage. The percentage of total cost spent on professional development ranged from less than 1% at KWC and Central to just less than 5% at Jordan, DDI Vantage and KOTM.

Table 130: Cost of Professional Development by Program

Professional Development	Time (minutes)	FY14 Cost	FY Cost per Child	% of Total Costs
Central	120	\$933	\$13	0.16
Davis	8,526	\$73,035	\$254	3.57
DDI Vantage	39,689	\$290,522	\$349	4.80
Jordan	19,395	\$142,650	\$258	4.97
KOTM	23,887	\$148,235	\$296	4.59
KWC	38	\$129	\$1	0.02
PEIP	5,179	\$30,367	\$167	3.30
PT4K	1,980	\$11,341	\$117	2.18
San Juan	690	\$7,249	\$259	1.97
SEEIP	2,275	\$14,584	\$192	1.91
SUU	1,760	\$11,723	\$167	1.54
Summit	1,847	\$14,120	\$248	2.39
TLC	8,125	\$36,811	\$206	3.78
Upto3	9,245	\$59,395	\$275	2.78
Weber	6,485	\$63,340	\$246	3.60

Research Question 5: What is the total, average, minimum and maximum amount of costs spent on **Associated Activities** related to **Other Required Components**

- \$ Provider travel;
- Preparation;
- Consultation;
- Make/confirm appointments;
- Paperwork;
- Data Entry; and,
- Other communication to anyone related to part C.

The time and cost for travel by staff related to direct services and other required components are presented later in this section under research question 24.

The program differences shown in Figure 37 for average cost per child for activities associated with other required components is very similar to the program differences shown in Figure 38 for percentage of total cost to support Other Required Components. The more time and cost for other required components typically means more time and cost for activities to support those components.

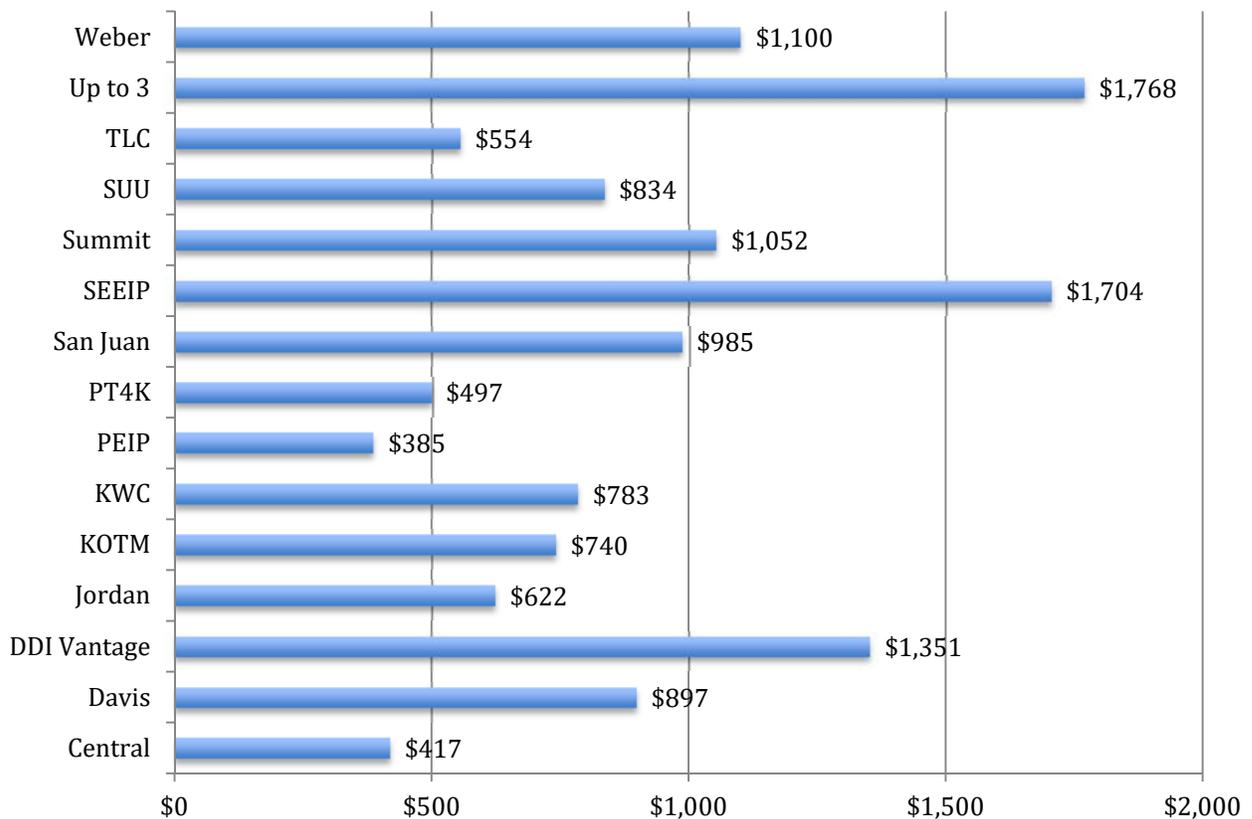


Figure 37: Average cost per child for associated activities related to other required components.

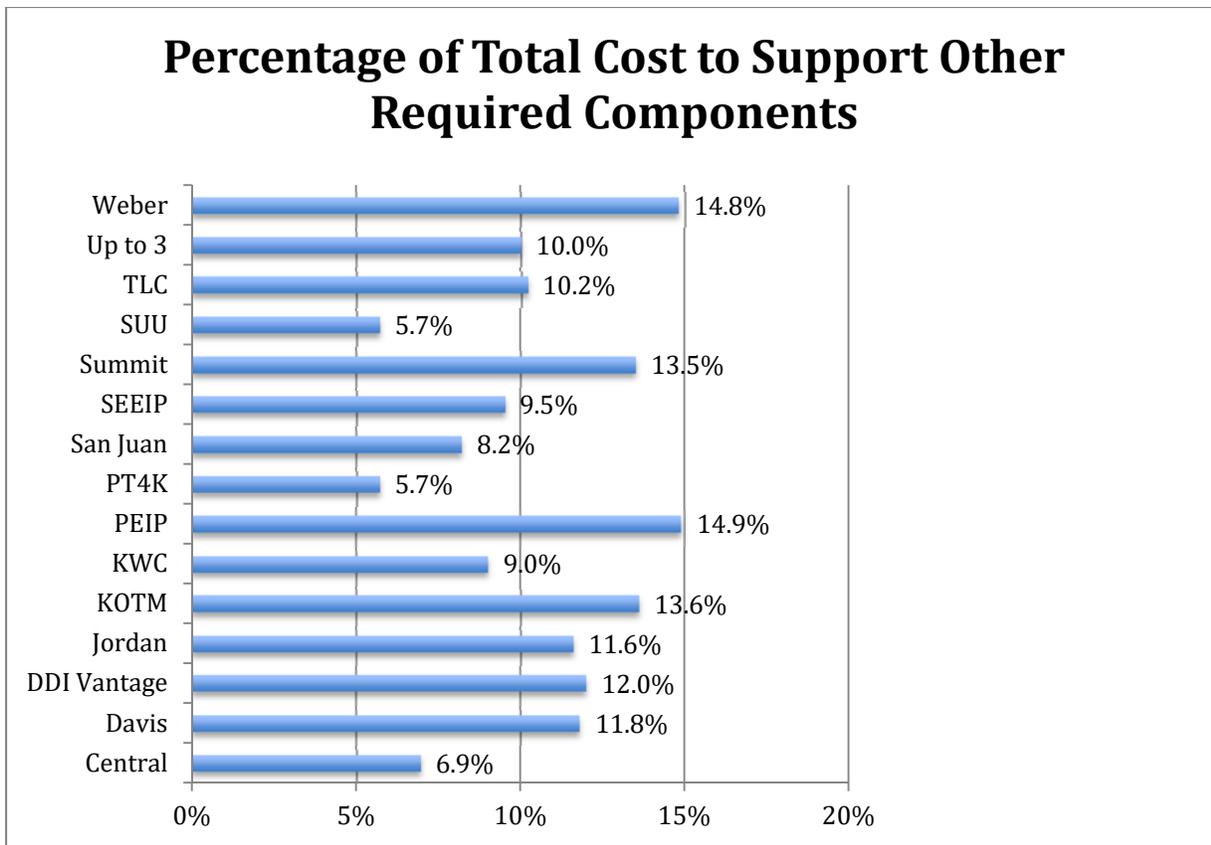


Figure 38: Percentage of total cost: activities to support other required components.

Research Question 6: What is the percentage out of the total amount spent (statewide and by program) on direct services? What is the cost of local administration (average statewide and comparisons across local programs)?

Figure 39 shows the percentage of total cost by program on individual direct services. In this analysis Weber and Jordan spent the largest percent of total cost on individual direct services to children and families. Interestingly, the 4 school district programs ranked high in percentage of total cost on individual direct services with Weber and Jordan first at 17.9%, Davis next at 14.9%, followed by Summit at 14.5%. Interestingly, San Juan, Jordan and Summit also had some of the highest percentages of in-kind cost among the districts. This will be discussed in more detail under Question 7 later in this section. San Juan received 9.1% of total cost, Jordan 8.8% and Summit 6.5% in in-kind resources. One theory is that in-kind resources such as facilities, utilities and other organizational support freed up resources for programs to increase direct services for children and families. Certainly, it freed up resources for spending on other things; in the case of many programs there was evidence that they used those resources to increase individual direct services to children and families. Five programs were above 14% of total cost for individual direct services: Weber, Jordan, Summit, Davis and Kids Who Count. Some of these programs had relatively large in-kind resources but not all of them. Therefore, in-kind resources available to support the delivery of individual services that are relatively large for most of the school districts and for Summit Health Department program, may be part of the explanation for this difference but is not likely to explain the finding for KWC. KWC had

limited in-kind support for services. These data were estimated from time diaries collected in May 2014. It is possible that the amount of time spent on direct services versus other activities (such as other required components, leave or administration) varied over the year.

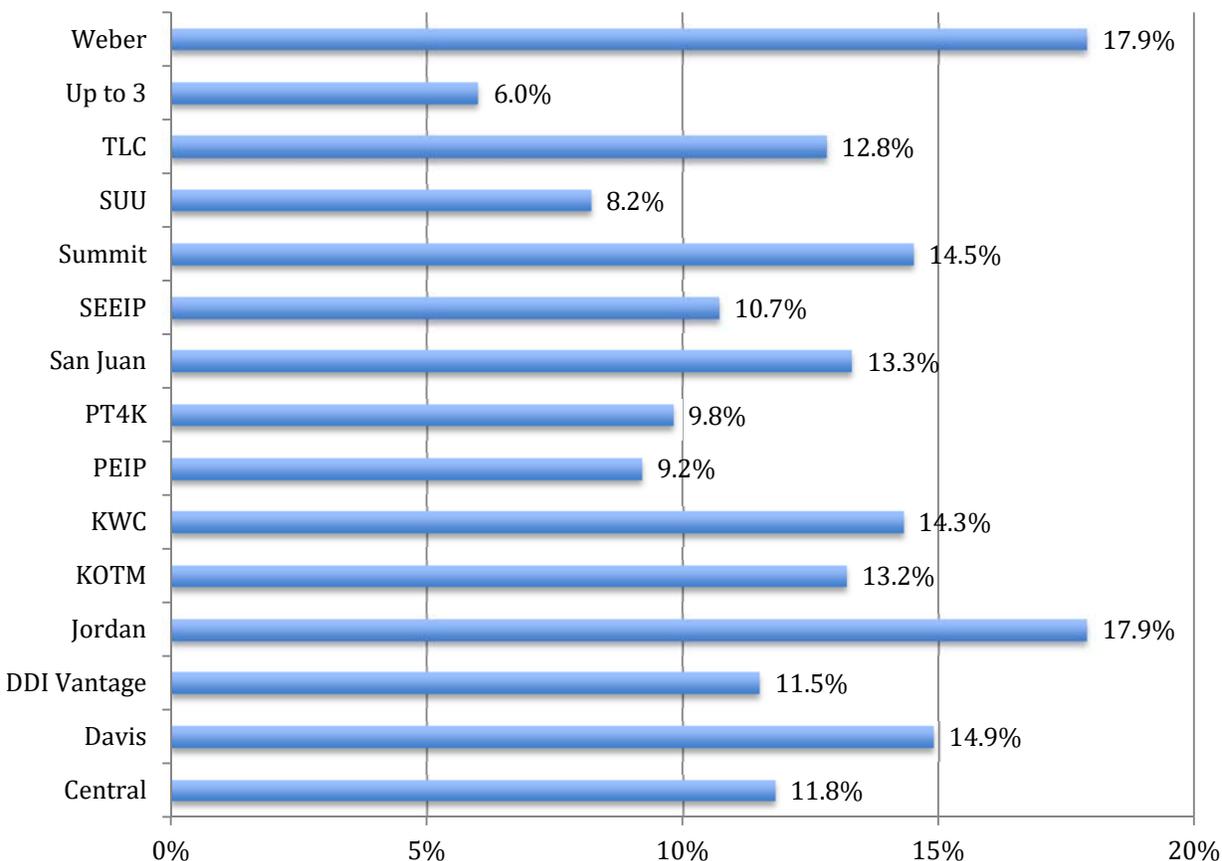


Figure 39: Percentage of total cost on individual direct services.

The average cost per child for administration is shown in Figure 40. It is important to note that the cost of administration includes in-kind cost from the umbrella organization that administered the local BWEIP. In-kind costs don't factor into the administration cost for all programs, such as SUU, PT4K and DDI Vantage that had no in-kind organizational support for BWEIP services. However, it does explain some of the administrative cost for Up to 3 and SEEIP provided by Utah State University, in PEIP that received in-kind administrative support from Easter Seals Goodwill, and San Juan from the San Juan School District.

Research Question 7: What are the type and value of in-kind supports used by local programs to support the delivery of services? What are the resources that are used for Part C services that are difficult to measure or value?

The Impact of Organizational In-Kind Resources on Cost

Table 131 describes the 15 BWEIP total expenditures and organizational in-kind cost (column 3). Total organizational in-kind cost, shown in column 3, was \$1,039,472 and includes

unreimbursed cost of in-kind resources such as volunteers, donated facilities, utilities, maintenance and repairs, and administrative services.

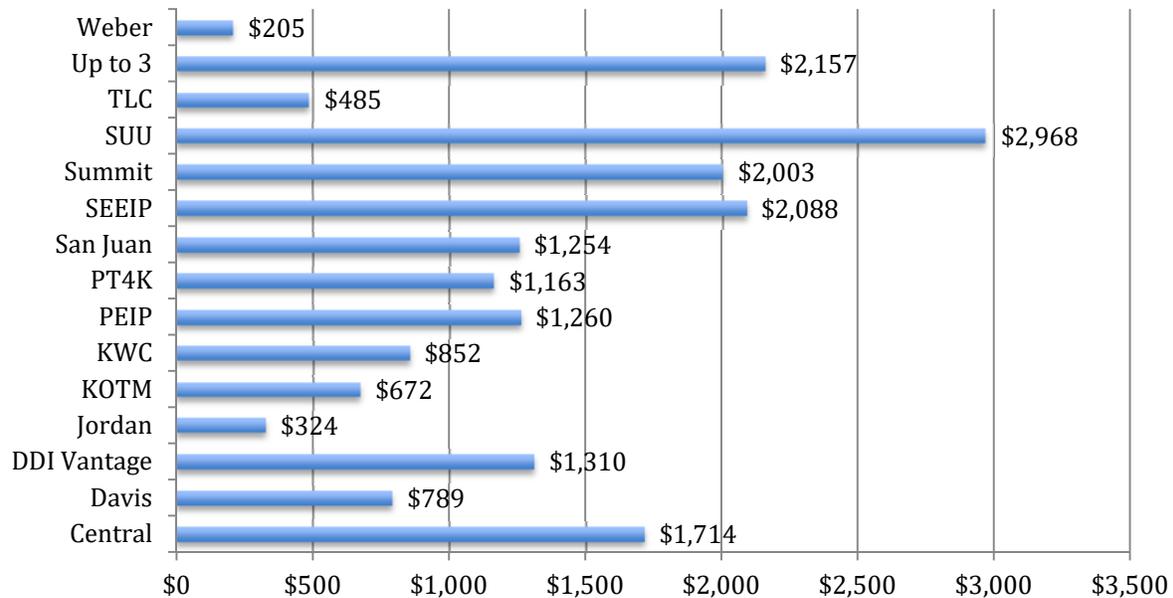


Figure 40: Average cost per child for administration.

Time Diary Estimates of Uncompensated Direct Service Time on Cost: The time diary that was collected from local program staff during the month of May 2014 also revealed another area of in-kind support provided to local programs. Column 5 in Table 131 shows that total in-kind was \$2,413,085. This includes the organizational in-kind from column 3 and the staff time spent serving children and families that was greater than the time for which they were compensated as shown in column 4. For example, Table 131 shows that Central Health Department BWEIP total cost was \$579,071. The difference between total expenditure and total cost for Central is about \$26,500 in organizational in-kind and about \$30,142 for in-kind staff time. The in-kind staff time was estimated from the time diary activities combined with staff wage rates. A few programs reported less time than their average monthly, and total annual expenditure. This is largely due to variations in paid work time reported by staff. Some programs had major staff absences such as maternity leave, or offices that were closed during the time diary collection period which may explain the understatement of hours for those programs or perhaps staff were, in some programs, “winding down a bit” at the end of the school year because April is a very busy time especially for transition planning between Part C for birth to three, and Part B for 3-21 year olds.

Overall, across all programs, the amount of time and cost estimated for the various direct services and other in-kind activities was approximately \$1,373,613 (column 5 minus column 3 in Table 131) more per year than they are reimbursed for those services. As explained in the introduction to this section, most staff that completed the time diary were exempt professional staff that were paid to do a job, not on an hourly basis, but salaried. That meant that if they needed to work more than 40 hours to do their job then they worked extra time without compensation for it. Total in-kind to the BWEIPs was approximately \$2,413,085 in SFY14 and that translates into approximately \$679 per child and family served as shown in Table 132.

Table 131: Total Program Cost based on Expenditures for Personnel, Non-Personnel and Organizational In-Kind Cost, Cost Per Child and Program Cost Ranking

Program Name	Total FY14 Expenditure	Total Organizational In-kind Cost	Total Personnel In-Kind	Difference between expenditure and Total costs	Total costs [^]	Average cost per child	Rank by average cost per child	Number of Children Dec 1, 2013	Rank by total costs
Central	\$522,377	\$26,552.31	\$30,141.69	\$56,694	\$579,071	\$8,043	6	72	13
Davis	\$1,689,230	\$78,295.97	\$279,389.03	\$357,685	\$2,046,915	\$7,107	8	288	5
DDI Vantage	\$5,349,100	\$0.00	\$697,912.00	\$697,912	\$6,047,012	\$7,268	7	832	1
Jordan	\$2,589,877	\$266,022.08	\$16,631.92	\$282,654	\$2,872,531	\$5,194	14	553	3
KOTM	\$3,203,981	\$7,500.00	\$21,168.00	\$28,668	\$3,232,649	\$6,465	10	500	2
KWC	\$920,117	\$10,568.00	-\$124,446.00	-\$113,878	\$806,239	\$5,375	12	150	9
PEIP	\$878,702	\$104,181.00	-\$63,793.00	\$40,388	\$919,090	\$5,050	15	182	8
PT4K	\$714,010	\$0.00	-\$192,866.00	-\$192,866	\$521,144	\$5,373	13	97	14
San Juan	\$359,250	\$39,511.00	-\$31,519.00	\$7,992	\$367,242	\$13,116	1	28	15
Southeast	\$637,644	\$65,487.92	\$62,053.08	\$127,541	\$765,185	\$10,068	4	76	10
Summit	\$416,811	\$38,202.29	\$134,780.71	\$172,983	\$589,794	\$10,347	3	57	12
SUU	\$563,695	\$0.00	\$198,787.00	\$198,787	\$762,482	\$10,893	2	70	11
TLC	\$1,089,127	\$79,124.43	-\$193,359.43	-\$114,235	\$974,892	\$5,446	11	179	7
Upto3	\$1,618,143	\$257,292.40	\$264,575.60	\$521,868	\$2,140,011	\$9,907	5	216	4
Weber	\$1,419,634	\$66,735.00	\$274,158.00	\$340,893	\$1,760,527	\$6,824	9	258	6
Total Program Cost	\$21,971,697	\$1,039,472.40	\$1,373,612.60	\$2,413,085	\$24,384,782	\$6,854		3,558	

[^]Total Cost=*Total cost of time diary staff time excluding time spent in unpaid leave (lunches, breaks, etc.), time diary data entry, administration and cleaning offices + administrative personnel cost + non-personnel expenditure + in-kind cost.

Table 132: Average Expenditure Per Child Compared With Average Cost Per Child

Program Name	Average cost per Child All: Time Diary and Administrator Report	Average cost per Child Organizational In-Kind	Expenditure per Child
Central	\$8,043	\$7,624	7,255
Davis	\$7,107	\$6,137	5,865
DDIV	\$7,268	\$6,429	6,429
Jordan	\$5,194	\$5,164	4,683
KOTM	\$6,465	\$6,423	6,408
KWC	\$5,375	\$6,205	6,134
PEIP	\$5,050	\$5,400	4,828
PT4K	\$5,373	\$7,361	7,361
San Juan	\$13,116	\$14,241	12,830
Southeast	\$10,068	\$9,252	8,390
Summit	\$10,347	\$7,983	7,312
SUU	\$10,893	\$8,053	8,053
TLC	\$5,446	\$6,527	6,085
Upto3	\$9,907	\$8,683	7,491
Weber	\$6,824	\$5,761	5,502
Average Cost Per Child Across All Programs	\$6,854	\$6,467	6,175

Average cost per child and family and total cost: The last 2 columns in Table 131 show that total expenditures plus in-kind resources are explained to a large extent by total number of children enrolled and served in each program. Total cost increased as the number of children served increased. This finding is not a surprise since programs received funding to a large extent based on total child/family enrollment in the program. In contrast average cost per child in Table 131 was negatively correlated with the number of children that were served; with San Juan school district reporting the highest cost per child at \$13,116 per child, and the lowest enrollment serving only 28 children. Six programs served fewer than 100 children on December 1st, 2013 and they held 5 of the 6 top ranks for highest average cost per child. The Up to 3 program ranked 5th in average cost per child and this may be in part due to large estimated in-kind resources provided by Utah State University to support their mission as a service and teaching institution. The cost per child for the programs appears to be explained more by child enrollment and location (urban versus rural) of the program than any other factors. Part C services are most often delivered in the natural environment, most often the child's home, making transportation time and mileage a significant resource for rural programs with low enrollment and large distances to cover.

Table 132 and Figure 41 compares the average expenditure per child to average cost per child with all organizational in-kind costs and all in-kind costs and resources that were reported by program administrators on the administrator cost protocol and by service providers on the time diary. Table 132 and Figure 41 show the same per child expenditure and cost data and illustrate the effect of in-kind resources on average per child/family cost by program. Some programs, like SEEIP, reported large in-kind personnel resources through the time diary in May 2014. Other

program staff reported working about the same amount that they were reimbursed. The total across all programs shows that there was, on average, almost \$700 per child in-kind cost for BWEIP services in the state. Put another way if the total in-kind costs are spread across all 3,558 children served as of December 1, 2013 then the resources being used to serve those children cost was \$679 more per child than BWEIP programs received from the federal, state, Medicaid and CHIP revenues shown earlier in Table 124 of this section. We assume that May was representative, on average, of other months during SFY14.

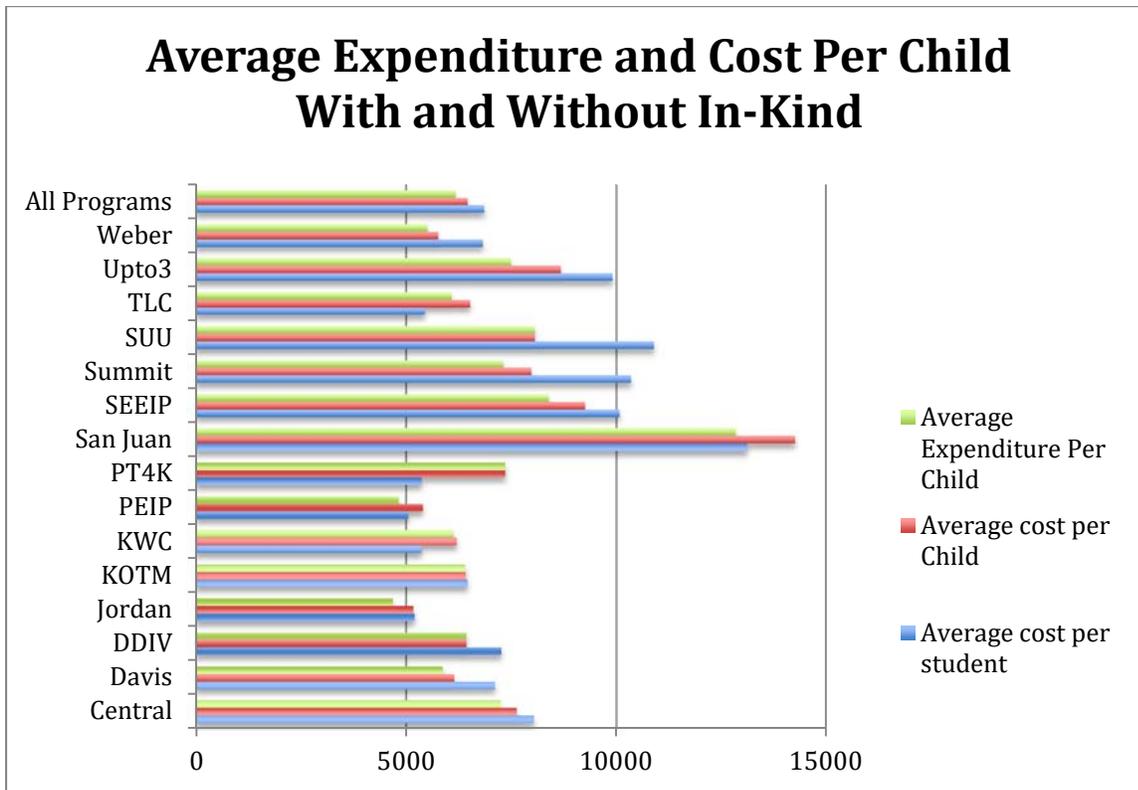


Figure 41: BWEIP average expenditure and cost by program.

In-Kind Cost: Organizational and Personnel In-Kind Contributions to Total BWEIP Cost

The impact of organization in-kind and personnel in-kind cost is shown in Figure 42. This figure shows that across all programs, in-kind cost accounted for 10% of total cost of the BWEIP statewide. This was significant and explained some of the differences in program expenditure for specific direct services as reported in the next section.

The pie chart in Figure 43 shows the variations between programs in percent of total cost for in-kind organizational support. Jordan and Up to 3 showed the greatest percentage of in-kind out of total cost for services. School districts didn't charge for office or classroom space in programs that used district facilities for BWEIP services. However the value of some district facilities was

much higher for some programs than others. The Jordan Early Intervention program is located in
Total Expenditure in Comparison to Total In-Kind

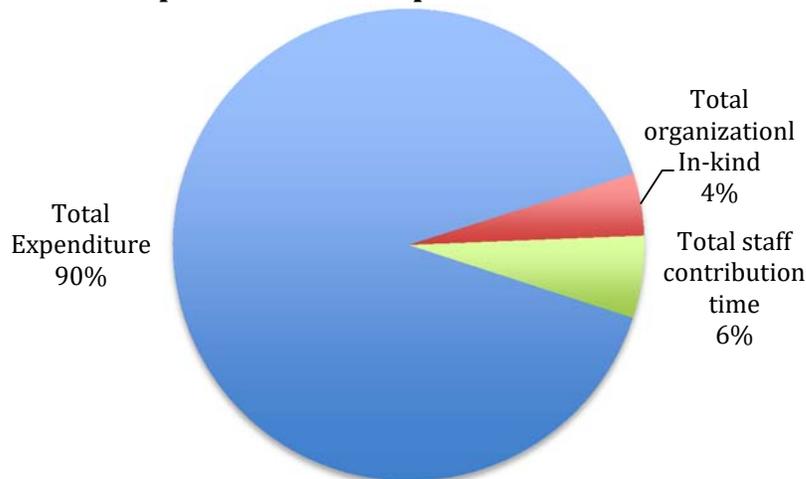


Figure 42: Percentage of in-kind organizational and personnel resources out of total cost.

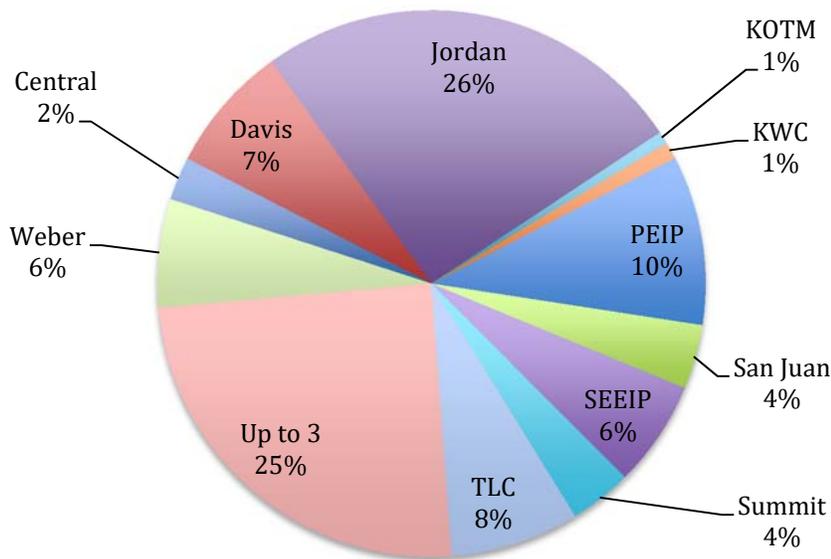


Figure 43: Percent of total cost in-kind by program.

a very modern and spacious facility and their BWEIP was given a significant amount of square footage in which to operate. In contrast, San Juan Early Intervention program is located in an old school district building in Blanding and occupied a relatively small part of the building. The annualized value of the different facilities was estimated based on price per square foot for construction and then depreciated over time. The in-kind facilities cost for Jordan was much more costly than for San Juan and the value for Davis and Weber was between Jordan and San

Juan. Similarly the bulk of in-kind for the local health department programs in Central and especially in Summit was also for facilities and associated costs such as utilities, and building and grounds. The latter included services to the grounds and building like mowing, snow removal and custodial. Similar to Jordan, Summit's BWEIP is located in a recently constructed facility and so the cost and in-kind was higher than that in Central.

A detailed description of the total amount of in-kind costs reported on the administrator cost survey is shown for each of the 15 programs in Table 133. The largest category for in-kind costs is rental land and building. The bulk of these in-kind resources are from local health departments, school districts and Utah State University, with smaller amounts in this category from some of the private, non-profit BWEIP programs. The second largest category of in-kind resources is administrative personnel. The two local health department programs reported billing for administrative personnel services as did two of the 4 school district programs. Two school districts and several of the private non-profit programs reported receiving significant support from their umbrella organization in this area. Utah State University reported the largest in-kind resources in this category and total in-kind for the USU Up-to-3 program was estimated as 2nd only to Jordan School District that has a larger child/family enrollment than Up-to-3.

Research Question 9: What is the total, average (mean), minimum, and maximum costs per child and family to deliver Utah early intervention Part C services under the BWEIP? Part C services include direct services and their associated activities, other required program components, and local and state administration.

Total cost is explained largely by child enrollment. The programs that served more children and families had higher total cost than smaller programs. This is reflected in Figure 44. DDI Vantage, Kids on the Move, Up to 3, Jordan and Davis had the highest total cost and the largest number of children and families enrolled in the program.

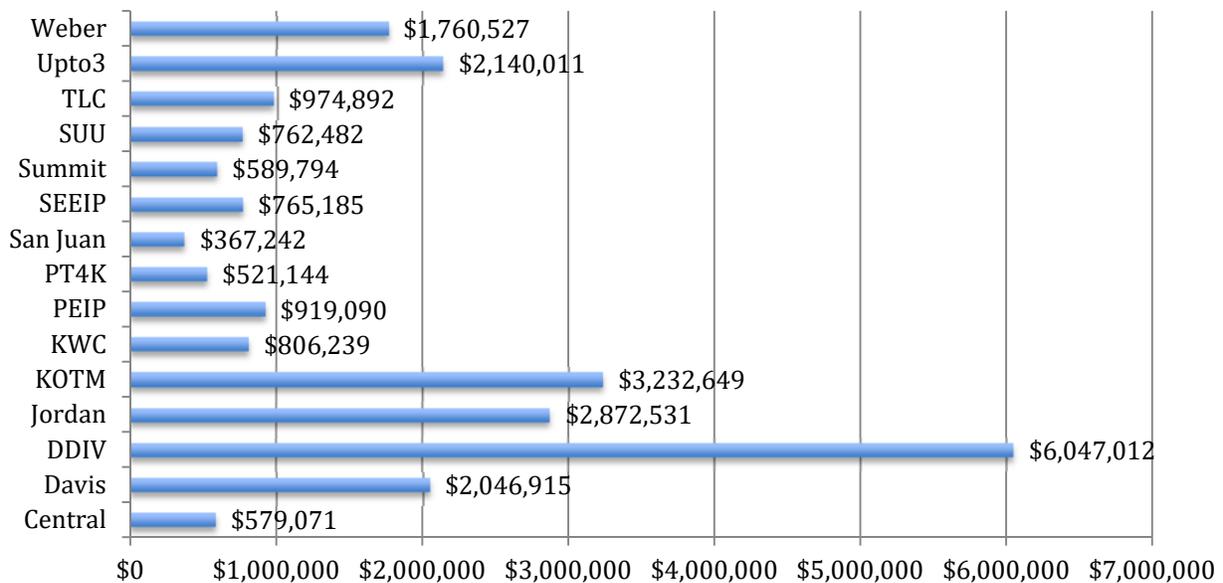


Figure 44: Total cost differences by program.

Table 133: BWEIP Programs In-Kind Cost by Resource

Program Name	Equipment	Building and grounds	Rental land and building	Utilities	Direct service personnel	Administrative Personnel	Other fundraising	Other resources	Total In-kind cost
Central	\$2,800	\$449	\$18,018	\$5,285	\$0	\$0	\$0	\$0	\$26,552
Davis	\$11,808	\$15,309	\$30,482	\$9,094	\$0	\$0	\$0	\$11,603	\$78,296
DDI Vantage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jordan	\$22,673	\$42,500	\$137,923	\$25,200	\$0	\$12,000	\$16,325	\$9,401	\$266,022
KOTM	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500	\$5,000	\$7,500
KWC	\$0	\$0	\$5,500	\$0	\$0	\$0	\$5,068	\$0	\$10,568
PEIP	\$0	\$0	\$3,600	\$2,770	\$0	\$53,338	\$29,974	\$14,499	\$104,181
PT4K	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
San Juan	\$1,148	\$1,010	\$10,974	\$1,767	\$0	\$6,002	\$0	\$18,610	\$39,511
Southeast	\$0	\$0	\$100	\$0	\$0	\$57,388	\$0	\$8,000	\$65,488
Summit	\$2,400	\$6,096	\$22,506	\$7,200	\$0	\$0	\$0	\$0	\$38,202
SUU	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TLC	\$0	\$3,600	\$6,544	\$0	\$40,874	\$10,219	\$17,887	\$0	\$79,124
Upto3	\$0	\$14,033	\$59,290	\$8,336	\$0	\$145,633	\$0	\$30,000	\$257,292
Weber	\$13,366	\$9,456	\$30,754	\$5,617	\$0	\$0	\$0	\$7,542	\$66,735
Program Total Cost	\$54,195	\$92,453	\$325,692	\$65,269	\$40,874	\$284,580	\$71,754	\$104,655	\$1,039,472

The differences in **average cost** per child and family for individual direct services is shown in Figure 45. San Juan ranked first in average cost per child overall, SUU was 2nd and Summit ranked 3rd while PEIP ranked 15th out of 15, and had the lowest average cost per child of any program. As a result PEIP's average cost for most other expenditure categories also tended to be among the lowest across the programs in the cost study comparison. PT4K ranked 13th and Up to 3 ranked 5th in overall average cost. Therefore, the average cost by category may be explained by higher total cost for all categories in the case of San Juan, SUU and Summit; and similarly PEIP and PT4K spent less on most categories. Weber had relatively more resources that flowed to direct services than other programs and Up to 3 had fewer.

In general, the smaller programs tend to have higher cost per child for services. As discussed earlier in the section on diseconomies of scale small programs cannot spread costs out over as many children and families as larger programs can therefore they had higher average costs per child and family served. This was not entirely true however. For example, Central had fewer children enrolled than Up to 3 and had a lower average cost per child. Part of this difference may be explained by differences in in-kind resources available to the Up to 3 Program through Utah State University's support. Up to 3 may be a bit of an outlier, which is not like the other programs, because of its unique role in the state in providing training for many of the service providers that end up as professional staff in the BWEIP system statewide. The next sections describe in more detail the specific differences in cost between programs for individual and group direct services; other personnel activities, such as other required components; administration and in-kind, and may shed additional light on the underlying reasons for these cost differences between the programs.

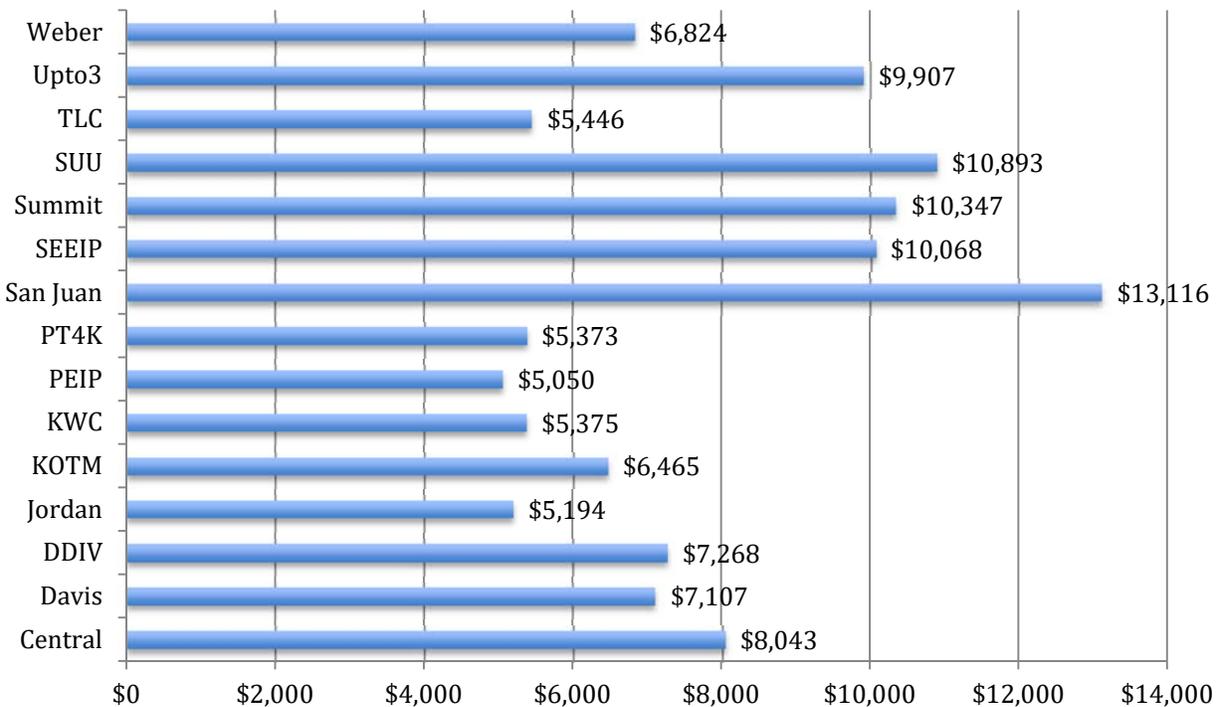


Figure 45: Average cost per child.

Research Question 10: What is the total value of Parent Infant Program (PIP) services provided through Utah Schools for the Deaf and Blind (USDB)?

Table 134 shows that PIP Blind and Deaf contributed approximately \$1.3 million each to the delivery of services to children and families that were deaf and/or blind in SFY14. The total was approximately 10% of the BWEIP cost estimated for FY14.

All children and families served by PIP received Service Coordination from local BWEIPs. Some PIP children received other services from local BWEIPs. BWEIP and PIP service providers collaborate in the delivery of those services. PIP staff serves on IFSP teams and staff from the two programs coordinates the delivery of services to reduce duplication and increase the efficiency. While PIP serves only children and families that qualify for services because of vision and/or hearing delays, BWEIP Service Coordination and service delivery is much broader and encompasses a wider array of disabilities and developmental delays, and thus services available through BWEIP are more diverse. BWEIP contributed a total of \$50,000 to the PIP Blind and Deaf Programs in SFY14. These funds were used to partially offset the PIP program’s costs to participate in teaming activities with the local BWEIP programs.

Table 134: PIP Blind and Deaf Expenditure by Category

Category	PIP BLIND	PIP DEAF	Combined PIP
Total Personal Services	\$1,286,493.90	\$1,226,391.06	\$2,512,884.96
In-State Travel	\$40,810.99	\$50,573.16	\$91,384.15
Current Expense	\$20,047.36	\$23,191.25	\$43,238.61
DP Current Expense	\$0	\$0	\$0
Outlay	\$0	\$0	\$0
Total	\$1,347,351.35	\$1,300,155.47	\$2,647,506.82

Research Question 11: What is the percent of total Part C funding and costs spent on the state administration office and required state support services?

Table 135 shows the breakdown for various BWEIP state expenditures. Indirect costs were just under \$100,000. Office staff was the largest item in the budget and details about how that time was spent on different BWEIP activities is shown in Table 136 and discussed below. State cost to administer the parent fee program was \$58,079. The contract for BTOTS (Baby and Toddler Online Tracking System) was the second largest expense at \$351,455. Medicaid administrative fees were the third largest item in the budget at \$284,691. The total BWEIP state cost was about \$1.8 million and that is just under 7.7% of total BWEIP expenditure statewide when local BWEIP expenditure is considered. It is less than 7% of statewide cost when local BWEIP cost is considered.

Table 136 shows the estimates that BWEIP state staff reported spending on various state administrative activities. BTOTS, the statewide BWEIP data system, consumed more staff time than any other activity. BTOTS serves multiple purposes for state and federal data reporting and compliance. It is essential to meet the data reporting requirements that the U.S. Department of Education requires for all Part C participants. It is also useful at the state and local level so that

Table 135: SFY 2014 Baby Watch Early Intervention Expenditures

Expenditure Category	Expenditure Amount
Indirect Costs	\$99,684
Personnel:*	
BWEIP state office staff	\$686,044
Department of Health - Central Billing staff (Family Fee)	\$58,079
Department of Health - Finance Department	\$37,693
BCD and Division staff	\$33,055
State staff - field assigned	\$52,381
Travel (In and Out State)	\$15,587
Current Expense (i.e., rent, office supplies, phones, postage/mailing, copies)	\$85,603
DP Current Expense (Department of Technology Services staff and services)	\$55,088
WAN (Wide Area Network)	\$7,618
MDSC contract (Baby and Toddler Online Tracking System)	\$351,455
Baby Watch Cost Study contract	\$52,413
ICC (Interagency Coordinating Council)	\$9,133
Medicaid Administration Fees	\$284,691
TOTAL SFY 2014 Expenditures	\$1,828,524

* The amounts for personnel are budgeted amounts, not expenditures.

Table 136: Baby Watch State Office: % of Personnel Time and Cost by Major State Staff Function.

Major BWEI State Staff Functions	Staff Time FTE	Personnel Cost	% of Cost
BTOTS System	2.15	\$201,889	29.43%
Data Support	.68	\$54,724	7.98%
Finance	1.43	\$106,103	15.47%
Policy Development	.30	\$27,876	4.06%
Compliance	.27	\$23,979	3.50%
Federal Reporting	.44	\$37,744	5.50%
State Reporting	.12	\$10,877	1.59%
Child Find	.10	\$8,346	1.22%
CSPD	.62	\$45,888	6.69%
Office Support	.81	\$49,130	7.16%
ICC	.30	\$22,338	3.26%
Professional Development	.20	\$17,241	2.51%
Interagency Collaboration	.27	\$22,934	3.34%
Staff Supervision	.40	\$38,668	5.64%
DOH organizational requirements	.27	\$18,269	2.66%
Total	8.37	\$686,007	100%
FTE	8.37		

administrators and providers can more clearly track and monitor various aspects of service delivery such as the setting, intensity and types of services, the number of children evaluated, assessed with IFSPs, transition plans, etc. Finance was 2nd most intensive activity in terms of the time and cost spent by state office staff. Part C finance is complicated because it involves payor of last resort requirements and therefore involves billing Medicaid, CHIP and parents. Several other state activities were estimated at about \$50,000 per year total cost and included Data Support, Office Support and CSPD. It is important to note that these data were not the result of a daily time diary collected during May 2014 and therefore are not comparable to the local BWEIP time diary results. State staff was asked to estimate the amount of time they spent on the list of activities shown in Table 136 and did so at one point in time while being asked to consider the amount of time they spent on these activities over the course of the fiscal year. Therefore, we don't have estimates of the actual cost of staff time over and above the amount paid to staff. It might be useful for state staff at some point in the future to participate in a time diary activity similar to that undertaken at the local level to determine whether there was an unreimbursed cost associated with these activities, similar to local BWEIPs.

Table 137 shows the total BWEIP statewide expenditure and cost during SFY14. As shown earlier, total local BWEIP expenditures were almost \$22 million and the total cost, including all in-kind resources, was almost \$24.5 million. Adding the approximately \$1.8 million in state expenditure to each of these figures gives the last two numbers, just under \$24 million and just over \$26 million respectively, as shown in the Table 137.

Table 137: Total Local Program and State Administration Expenditure and Cost

Program	Expenditure/cost
Total Local BWEIP Expenditure	\$21,971,697
Total Local BWEIP Cost	\$24,384,792
Total State Expenditure	\$1,828,524
Total BWEIP Expenditure	\$23,800,221
Total State and Local Cost *	\$26,213,316

*Total state and local cost=Total Local BWEIP Cost+Total State Expenditure

Research Question 12: How much do different Part C activities cost by program? What are the differences between programs in cost per child for travel, related services, etc.?

Travel Cost: The last question to be explored here is whether there are some specific activities that stand out as explanatory factors in cost. Some of these factors, such as rural/urban local BWEIP differences and in-kind resources, have already been discussed. As part of the rural/urban issue travel was shown to be a factor that explained some of the high average cost of services in programs like San Juan. The total cost of local BWEIP travel is presented here. Travel was tracked separately under two major activity categories: travel related to direct services and travel related to other required components. The total cost of travel for each of these categories is shown in Table 138. Average cost per child for travel across all BWEIPs and for both activity categories was almost \$624 per child and family served in FY14 as shown in Table 139. However for San Juan this cost was almost \$2,800 per child and family, Summit was \$1,454

Table 138: Total Minutes and Cost for Travel for Direct Service and Other Required Components

Program Name	Travel Minutes and Cost for Direct Services				Travel Minutes and Cost for Other Required Components			
	Direct Service Time (Minutes)	FY14 Cost	FY Cost per Child	% of Total Costs	Other required Components Time (minutes)	FY14 Cost	FY Cost per Child	% of Total Costs
Central	10675	\$76,917	\$1,068	13.28%	10,675	\$9,458	\$131	1.63%
Davis	16,922	\$140,326	\$487	6.86%	3,390	\$28,592	\$99	1.40%
DDI Vantage	49,692	\$372,917	\$448	6.17%	21,350	\$163,510	\$197	2.70%
Jordan	31,959	\$231,473	\$419	8.06%	7,145	\$51,645	\$93	1.80%
KOTM	31,821	\$199,285	\$399	6.16%	14,511	\$88,391	\$177	2.73%
KWC	8,155	\$57,355	\$382	7.11%	2,094	\$15,519	\$103	1.92%
PEIP	7,256	\$44,070	\$242	4.79%	2,511	\$15,152	\$83	1.65%
PT4K	4,365	\$26,056	\$269	5.00%	640	\$4,074	\$42	0.78%
San Juan	7,130	\$68,317	\$2,440	18.60%	1,065	\$9,841	\$351	2.68%
Southeast	6,845	\$40,849	\$537	5.34%	3,530	\$21,964	\$289	2.87%
Summit	7,369	\$62,277	\$1,093	10.56%	2,534	\$20,614	\$362	3.50%
SUU	4,495	\$31,638	\$452	4.15%	2,024	\$12,694	\$181	1.66%
TLC	14,341	\$59,698	\$334	6.12%	2,585	\$13,492	\$75	1.38%
Up to 3	12,926	\$78,854	\$365	3.68%	18,426	\$110,458	\$511	5.16%
Weber	13,096	\$133,419	\$517	7.58%	3,067	\$30,604	\$119	1.74%
Total	227,047	\$1,623,449				\$596,008		

Table 139: Total Travel Cost by Program (Direct Service and Other Required Components)

Program Name	Total Minutes	Total Cost	Average Cost Per Child	% of Total Cost
Central	21,350	\$86,375	\$1,200	14.92
Davis	20,312	\$168,918	\$587	8.25
DDI Vantage	71,042	\$536,427	\$645	8.87
Jordan	39,104	\$283,117	\$512	9.86
KOTM	46,332	\$287,676	\$486	8.90
KWC	10,249	\$72,874	\$486	9.04
PEIP	9,767	\$59,222	\$325	6.44
PT4K	5,005	\$30,130	\$311	5.78
San Juan	8,195	\$78,158	\$2,791	21.28
Southeast	10,375	\$62,813	\$826	8.21
Summit	9,903	\$82,892	\$1,454	14.05
SUU	6,519	\$44,332	\$633	5.81
TLC	16,926	\$73,190	\$409	7.51
Up to 3	31,352	\$189,312	\$876	8.85
Weber	16,163	\$164,023	\$636	9.32
Total	322,594	\$2,219,457	\$624	9.10

and Central was \$1,200 per child and family served. However, because these programs serve relatively small numbers of BWEIP children and families, the average cost for travel was closer to the average cost for larger, more urban programs. Travel cost was just over 9% of total cost of services across programs although this varied from a high of over 21% to a low of under 6% at PT4K. It is not clear why the travel cost for PT4K is so low when PT4K is a rural program. It is possible that their contracted staff that traveled from the Wasatch front to deliver services during May didn't deliver a lot of direct services or other required components during that time. Most of the travel cost for programs was attributable to direct service delivery.

BWEIP Cost Study Conclusions

Direct Services Comprise A Relatively Small Percent Of Total Costs

The federal Part C law and regulations are central to many of the BWEIP cost study findings. Child Find, Evaluations and Assessments, Eligibility Determination, Individualized Family Service Plan (IFSP) Developments with Implementation and Review, Transition from Part C to other services, Coordination with other services, Payor of Last Resort, Federal and State Monitoring and Enforcement, and Procedural Safeguards are some of the legal and regulatory requirements that BWEIP and other state programs must follow. These components and activities consume a significant portion of the Part C resources that are available and explain why the % of total cost spent on direct services is no more than about 18% of total local BWEIP cost, and in one case, less than 7% of the total cost of services. However, the variation in percent of total cost for direct services between local BWEIPs is great. School district programs, the Summit County Health Department program and Kids Who Count, a private non-profit organization, tended to spend a higher percentage of their total resources on direct services. There appear to be two explanations for the variations between local programs and these include administrative cost and in-kind resources. The programs with higher direct service spending also tended to spend a lower percent of total cost on administration. These programs, especially the school districts and Summit County Health Department, also had significant organizational in-kind resources.

Diseconomies of Scale: Programs that Served Fewer Children had Higher Average Cost Per Child

The six programs that served fewer than 100 children, San Juan, Central, SEEIP, Summit, PT4K, and SUU ranked the highest in average cost per child. Up to 3 ranked 3rd and served 216 children and families. Clearly, costs per child drop as program size increases. Part of the explanation is related to travel costs (time and mileage), since service delivery in the natural environment is central to BWEIP's service delivery model. However, as the analysis of travel costs showed, the higher average cost per child for small programs was not only a function of travel. For small programs, there are fewer families and children over which to spread other fixed costs like facilities and administrative services. This was especially challenging for small programs such as PT4K, SUU, and Central that received little in-kind to offset those high per child and family costs.

Service Coordination Cost is Difficult to Measure

The local BWEIPs used one, or a combination of, two types of service coordination models – *dedicated* and/or *blended*. In a *dedicated* model, the staff person has only service coordination duties. In a *blended* model, the staff person wears multiple hats and provides service coordination as well other roles such as direct service provision or administration. It is difficult to identify which function(s) they may be serving at any one time.

The cost of *dedicated* service coordination is much easier to measure than *blended*, however it was not the primary purpose of the cost study to compare the costs of the two models. An informal analysis of staff in the three BWEIPs that reported *dedicated* service coordination only showed that the average per child cost of service coordination was about \$100 per child - Davis and DDI Vantage - and about \$169 per child in Up to 3.

The Non-Reimbursed Cost of Eligibility Determination for Families and Children not Enrolled

As shown in Table 127 just over \$300,000 statewide was estimated as spent on eligibility determination by local programs that were not reimbursed. This is equivalent to about \$89 per child and family enrolled in SFY14.

BWEIP Travel Costs

The percentage of total cost spent by individual programs on individual direct services was between about 6% and 18%. The percent of total cost spent on travel for direct services and other required components was over 9% with large variations between programs. Clearly, travel time is a significant cost factor for programs. The travel cost estimate was for time only and doesn't include reimbursement for mileage. The BWEIP program is unique because of the very young age of children served which means that the appropriate service delivery model was, for the most part, in the child and family's natural environment – the home, or where the child spends the day. It is critical to deliver services in the child's natural environment so that the benefit of the services can be maximized. The home or other natural environment provides opportunities for activities to be demonstrated to parents and practiced in settings and routines that the family and child experience on a regular basis. Programs reported that they worked diligently to reduce these costs by assigning providers based on geography, and planning visits along routes that serve multiple families whenever possible. Providing services in natural environments is especially challenging for the small rural programs where families and children are spread over a very wide geographic area.

Family Fees

The cost analysis suggests that Family Fees generated more revenue than they cost to administer, a total of about \$275,000 statewide. This works out to about \$77 per child and family served. According to Part C regulations, the services of evaluation/assessment, service coordination, and development of the IFSP, are at no cost to the family. The regulations also state that services cannot be denied because of a parent's inability to pay. The BWEIP has developed a sliding fee schedule based on 186% of the most current federal poverty level to determine the parent's monthly fee. The fee schedule is from \$0 - \$200 a month. Approximately 35% of enrolled families qualify to pay a family fee for services. Family fee determination is sensitive to changes in family income and can be modified for exceptional circumstances such as high medical bills. Family Fees contribute to the cost of services.

Planned vs. Delivered Services

By far, the most frequent source of discrepancy between planned and delivered services was when the family cancelled a service. Overall, providers cancelled few services that were planned. The time diary data suggested that the cost of no shows was not large, and this was in part because families more often than not notified the program when they could not make a planned visit. The low cost of no shows was also due to service provider's ability to fill no show time with other required activities like paperwork, making confirming appointments and data entry.

In-Kind Organizational Resources were Significant for Many Programs

In-kind organizational resources provided significant resources to the BWEIP. This contribution freed up other resources for some programs to increase direct services to children and families. Program in-kind, such as that offered to the PEIP, Up to 3 and SEEIP programs, was largely for administration and may have resulted in an increase in the percent of total cost spent on administration. The four school districts and Summit Health Department benefited from free facilities and associated supports. Most non-profit programs, like DDI Vantage, KWC, KOTM and PT4K, had none, or limited, in-kind organizational support. Not all regions of the state have school districts, or other publicly funded programs, that are willing or able to contract for BWEIP services. In-kind resources translated to an average of a \$292 per child and family subsidy for BWEIP services in SFY14.

In-Kind Personnel Time Significantly Increased Resources Available to Serve Families and Children

All local BWEIP staff except for those at PT4K, KWC, TLC and San Juan School district reported spending more time to deliver services during May than they were reimbursed. PT4K and TLC had planned more staff time off during May than most other months so the outcome for those programs may have been different if the time diary had been done in a different month. DDI Vantage reported the greatest in-kind personnel time. They are the largest program in the state and operate without the benefit of other in-kind resources. Up to 3 and the School District programs also reported significant time spent on BWEIP services and support, without compensation for those efforts. The BWEIP programs that are housed in other public agencies used staff that spent time on both BWEIP services as well as programs for other ages or eligibility. They worked more time on BWEIP activities during May than was budgeted for them. Overall this resulted in a \$387 per child and family subsidy for BWEIP services in SFY14. The time diary captured the time and cost of this in-kind personnel, however the time diary was not developed or administered for the cost study with the intent of measuring additional in-kind costs of BWEIP services. Originally, the time diary was designed to separate out the cost of specific services, like eligibility determination, Family fees, and travel time that were unknown. The in-kind personnel time and resources were unexpected and yet help to explain the amount of services that were delivered, and the cost of those services and variations between local programs.

Total Cost of Services and Average Cost per Child and Family for Services

The total in-kind subsidy for organizational and personnel resources per child and family served in SFY14 was estimated at \$679. The total in-kind across all programs was estimated at \$2,413,085. This doesn't include possible state office in-kind for staff time since state office staff did not complete time diaries. It might be useful, if BWEIP receives increased funding for services in the future, to repeat some of the data collection that was done for this study to determine the ultimate impact of the increased funding on increasing direct services or other service delivery activities. Many local program staff reported that they face increased child and family enrollment without concurrent increased funding to meet growth in numbers served. Clearly, provider caseloads increase as enrollment increases and services per child and family decrease unless there is funding for additional providers to serve the families and children that become eligible for the program. Funding increases need to take into account provider caseloads, enrollment growth and other cost factors, such as the high cost of travel and diseconomies of scale in order to maintain high quality service delivery that meets the individual needs of Utah's early intervention children and families.

Tracking and Reporting Fiscal Data: Local EIP Budgets, Monthly Expenditure Reports and Annual Expenditures

One of the biggest challenges in compiling data for this report was obtaining specific financial data that described all local BWEIP staff. One recommendation of this study is that the state collects consistent, comparable local cost and expenditure data for staff including annual, monthly and hourly salaries, and the full value of benefits. In order to accurately estimate and compare program staff hourly wage rates after deducting benefits the state needs to have better descriptions of the hours worked by individual program staff taking into account full benefits including paid time off for annual, sick and holidays. The value of paid benefits including health and dental insurance, retirement, compensation time policies, and weeks that the local BWEIPs are closed needs to be tracked as well for state level staff. In addition, it would be useful if there were more consistent reporting by local BWEIPs in specific budget categories particularly regarding indirect charges. Some local programs reported that indirect was not allowed and therefore administrative costs were reported elsewhere in the budget for reimbursement. The state should define the budget categories and require programs to report administrative, other indirect costs, and all expenditure categories in a uniform way for all programs. Another area that could be improved in the budget report is the category of contractual related services. In estimating the time cost of contractors it was very difficult to estimate the cost per hour or minute of those services using the budget data that the state collects. Also, those consultants were not in the BTOTS personnel database so information about them was very limited. Sometimes the only information available from the state was the name of the company that was contracted for services, and the total amount budgeted and spent.

Appendices

Appendix A
Variable Definition

Table 140: Ingredients and Formula for Table 131 Variables

Column Number	Items	Formula
2	Total SFY14 Expenditure	Total amount each program spent in SFY14 on all budget categories from state contract; taken from Conbudexp spreadsheet
3	Total organizational In-kind	Total in-kind building and ground+in-kind rental land & building+ utilities+direct service personnel+admin personnel+ maintenance & operations+equipment +in-kind admin+other in-kind+ other fundraising
4	Total Personnel In-kind	Total time spent in May 2014 reported on time diary x average cost per unit of time (per minute or per hour)
5	Difference between expenditure and total costs	Total cost estimated for BWEIP services-total expenditure on BWEIP services (Table 131: Column 6-Column 2)
6	Total Cost=Total in-kind (organizational and time diary personnel) and expenditures	=Total expenditures+Total in-kind organizational+total in-kind personnel from time diaries (For example, Table 131: Total Cost (Column6)= Column 2+Column 3+Column 4)
7	Average cost per child	=Total cost/total child count December 1, 2013; Example: Table 131: Average cost per child (column 7)=Column 6/Column 9
8	Rank by average cost per child	Rank 1-15 assigned to program with highest average cost to lowest average cost; 1 being the highest average cost per child (San Juan ranks 1).
9	Number of children Dec 1, 2013	Total statewide as of December 1 st , 2013 was 3,558
10	Rank by number of children	Programs ranked by highest number of children enrolled to the lowest number of children enrolled
11	Rank by total cost	Programs ranked by program with highest total cost to program with lowest total cost

Table 141: Other variables and formulae used in the report

Items	Formula
% of total Cost	Total cost for specific activity divided by the total cost of all activities (Figures showing % of total cost in each individual BWEIP report).
Non-Personnel Expenditure	$\frac{\text{Total Cost} - \text{total personnel cost}}{\text{Total Cost}}$ (activities+administration) - Organizational In-Kind (Figure showing % of total cost in each individual BWEIP report).

Table 142: Formula for Administrative time estimates

Number	Items	Formula
1	% Admin cost	time_act45/total time_act1-50
2	Admin paid leave time	(time_act45/total time_act1-50)*time_act47
3	Payroll processing (100%)	from 2014CONBUD
4	Technical services (100%)	from 2014CONBUD
5	In-kind admin cost	Program Protocol
6	Admin portion of (Indirect/Admin exp. & in-kind Indirect/Admin)	Program Protocol
7	Time diary admin cost	time_act45 * rate_act45
8	Time diary admin paid leave cost	Amin paid leave time * rate_act47
9	Admin costs for non-time-diary staff	Program protocol
10	Admin costs adjustment for some special staff who completed TD but admin time in May did not represent for the year	if administrative time reported in the Program Cost Protocol different than administrative time reported in the time diary
11	TOTAL ADMIN. COST =3+4+5+6+7+8+9+10	

Appendix B
BWEIP Cost Study Forms

2014 UTAH PART C PROGRAM INFORMATION & COST SURVEY

Interview Date: _____
 Director's Name: _____ Program Name: _____
 Address 1: _____
 Address 2: _____
 City _____, UT Zip _____
 Telephone: _____ Email: _____ Fax: _____

Contact Person for financial information

Name: _____ Company/ Organization: _____
 Address: _____
 Telephone: _____ Email: _____

SECTION 1: ENROLLMENT AND SERVICES

A. ENROLLMENT

1. We would like to compare changes in enrollment by age for your program. Please complete the following table

Table 1: Program Enrollment

Age Group	Number of children enrolled		
	December 2012	December 2013	March 1 st , 2014
0-3 years (Part C)	BTOTS	BTOTS	BTOTS
Site _____: 0-3 years served in non Part C Programs (e.g., early Head start, Home visiting, etc.)			
Site _____: Other (non birth to three) enrollment			
Site _____: 0-3 years served in non Part C Programs (e.g., early Head start, Home visiting, etc.)			
Site _____: Other (non birth to three) enrollment			
Site _____: 0-3 years served in non Part C Programs (e.g., early Head start, Home visiting, etc.)			
Site _____: Other (non birth to three) enrollment			

B. CENTER BASED SERVICES

We would like to collect information describing the make up of your center based group intensity services.

2. How many classes do you have at your main Program center? _____ classes.
(This question refers to the number of classes, or groups of families and children taught in a classroom, it does not refer to the physical rooms). Please refer to the following definitions when filling out the table below.

If you have more than one site how many classes are at each of those sites?

Site Name _____ Number of classes _____

Site Name _____ Number of classes _____

Class lead refers to persons, such as class leader, Early Interventionist or Related Service staff in charge of the group or class of children and families.

Related service personnel refers to other professional staff such as physical therapists, occupational therapists, speech/language pathologist or other specialists such as vision or orientation and mobility experts that may participate in the group.

Paraprofessionals refers to persons working in a class under the supervision of a teacher or other professional.

Class meeting time refers to the times that each class begins and ends in a typical day. This time period includes welcome, EI and educational components.

Table 2: Program Center Class, times, dates, intensity and staffing

BTOTS entered Name of Class Type or Service: e.g., PT, Sensory or Special Instruction, Transition, etc.	Class meeting time (Circle AM or PM)	Meeting Days (Check the day(s) that apply)	Name of Class Lead	List Names of Other Paraprofessionals in classroom	Names of Related Service Personnel
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ _____ _____ _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ _____ _____ _____ Other (please specify _____)

BTOTS entered Name of Class Type or Service: e.g., PT, Sensory or Special Instruction, Transition, etc.	Class meeting time (Circle AM or PM)	Meeting Days (Check the day(s) that apply)	Name of Class Lead	List Names of Other Paraprofessionals in classroom	Names of Related Service Personnel
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)

BTOTS entered Name of Class Type or Service: e.g., PT, Sensory or Special Instruction, Transition, etc.	Class meeting time (Circle AM or PM)	Meeting Days (Check the day(s) that apply)	Name of Class Lead	List Names of Other Paraprofessionals in classroom	Names of Related Service Personnel
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)
	From: _____ am/pm To: _____ am/pm	Monday _____ Tuesday _____ Wednesday _____ Thursday _____ Friday _____ Saturday _____ Sunday _____	1. _____ 2. _____		_____ PT _____ OT _____ SP/L _____ Other (please specify _____)

C. PART C FAMILY SERVICE COORDINATOR

3. How is the Part C family service coordinator assigned to a family? (Check all that apply)

- Geographic Location of Family
- Family Service Coordinator Caseload
- Family Request
- Complexity of Child/Family
- Other (specify) _____

4. How many children and families on average does each family service coordinator serve? _____

5. Is there an Interim Service Coordinator assigned to support the family through the eligibility process?

- No
- Yes

6. Following the IFSP process, are families then assigned a long-term Service Coordinator to support them throughout the IFSP process and implementation, or do they have the same service coordinator that was present during the eligibility process?

- Keep the same Family Service Coordinator
- Assigned a new one
- It varies. If you marked this one, please explain the conditions that determine if a family receives a new FSC after eligibility:

SECTION 2: FUNDING

7. In the fiscal year 2013-14 how much total funding did you receive from the following sources for services at your center or other sites? How much (or what % of these funds) were used for **Part C** services?

Table 3: Funding Sources

2013-2014 Part C funding source	Total Award/ Revenue for Part C	\$ or % used for Part C
Community Development Block Grants		
Non Part C Parent Fees (e.g., Kinder music, inclusive service fees, etc.)		
Other state sources (<i>describe</i>) _____ _____ _____ _____		
Other Local or State Funds (<i>describe</i>) _____ _____ _____ _____		
Other private or public funds (<i>describe</i>) _____ _____ _____ _____		

8. a. Were any of these funds granted for this fiscal year only?
 No
 Yes

b. If yes, please describe: _____

SECTION 3: STAFFING

9. Consider any staff persons from your program who have left their position within the past 24 months. List the number who have left according to their reason for leaving. (*For our purposes, an **Early Interventionist** examples include Developmentalists, Child Development Specialists, Contract Teachers, EI Specialist II, Family Advocate, Service Providers, EI Specialist I, Learning Consultants, Mentor Teachers, Health Services Coordinator, Teacher and Aquatic Therapist; **Administrative Directors** examples include Executive Director, RN/Coordinator, Coordinator, Special Educator or Service Coordinator with Administrative responsibilities, Director, SPED Director, Co-Director, Program Coordinator, Program Manager, Director, or Program Coordinator, Coordinator or other*)

Table 4: Staff Turnover Reasons

Position	Retired	Dismissed for inadequate performance	Changed EI Programs	Went to other employment within their discipline	Went to other employment	Personal reasons: moved, marriage, child/pregnancy, illness
#Early Interventionists						
#Nurses						
#Special Educators						
#Social Workers						
#Psychologists						
#Paraprofessionals						
# Administrative Directors						
#Physical Therapists						
#Occupational Therapists						
#Speech/Language Therapists						
#Service Coordinators						
#Other Related Services Staff (e.g. Health, Audiologists, etc.)						
#Other Staff (specify) _____ _____						

10. Thinking about the last time you tried to fill a job vacancy, how much time passed from the time the staff member left and a replacement was hired?

Table 5: Staff Vacancies

Position	Less than one month	More than two months	One to Two years	Unfilled
Early Interventionist				
Nurse				
Special Educator				
Social Worker				
Psychologist				
Paraprofessional				
Administrative Directors				
Physical Therapists				
Occupational Therapists				
Speech/Language Therapists				
Service Coordinators				
Other Related Services Staff (e.g. Health, Audiologists, etc.)				
Other positions (specify) _____				

11. In those cases where it took you 3 to 4 weeks or more to fill the vacancy, which of the following are the most accurate reasons? *(Check all that apply)*

- the pay was too low
- not enough adequately trained people applied
- low responses to advertisements
- offered positions to candidates, but they accepted jobs elsewhere
- wanted to save money, so used a substitute, temp, or floater
- because of normal administrative procedures or problems
- hours offered not a good fit with applicants' needs
- problem with location
- inadequate benefits
- Other *(describe)*: _____

12. In your most recent hiring, have you offered higher wages than that earned by your present staff that have comparable experience, training, and responsibilities?

- No
- Yes

13. On average, how much did you raise wages and salaries in the last 12 months?

- No raise
- 1-3% raise
- 3.1-6% raise
- over 6% raise

14. Do the new hires from the last 12 months have more or less education or qualifications than staff at the same level?

- More
- Less
- Same

15. How many staff positions have you added or eliminated in the past 12 months? Please complete the following table

Table 6: Staff Position Changes

Position	Number Added		Number Eliminated		Couldn't fill the position
	Full-time	Part-time	Full-time	Part-time	
Early Interventionists					
Nurses					
Special Educators					
Social Workers					
Psychologists					
Paraprofessionals					
Administrators					
Physical Therapists					
Occupational Therapists					
Speech/Language Therapists					
Service Coordinators					
Other Related Services Personnel:					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Center Director					
Other: _____					
Other: _____					
Other: _____					
Other: _____					
Other: _____					
Other: _____					
Other: _____					

16. Working Conditions and Non-wage Benefits: Which of the following do you provide for your paid, full-time staff and your part-time employees? Please check all that apply. *Note:* “Paid” means paid by the program.

Table 7: Working Conditions and Non-wage Benefits

	Full-Time			Part-Time			Other Staff
	Early Intervention -alists	Para-professionals	Professional Related Services Staff (PTs, OTSs, etc.)	Early Intervention -alists	Para-professionals	Professional Related Services Staff (PTs, OTSs, etc.)	
At least partially paid retirement plan							
Life insurance (whether paid or unpaid)							
Paid maternity/paternity leave							
Unpaid maternity/paternity leave							
Fully paid health insurance							
Partially paid health insurance							
Paid health insurance for dependents							
At least partially paid dental insurance							
Paid sick leave or personal leave							
Paid vacations							
Paid to attend staff meetings and training							
Compensation for overtime							
Flexible hours							
Written job description							
Written contract							
Written salary schedule							
Ability to bring children to work							
Reduced child care fees							
Incentives or bonuses							
Disability insurance							
In-service training fees							
Other (<i>specify</i>): _____							

SECTION 4: STAFF INFORMATION FOR TIME DIARIES

We need to ask you some questions in preparation for staff to complete the time diaries. First, we need to know the typical work time for full time employees. We also need to know if there are personnel changes that have not yet been reported to the UDOH Baby Watch staff. It is important that we have all personnel so that we can track the time diary data accurately during May and know which personnel should be completing those time diary forms. Finally we need you to describe the activities of some staff that may not need to do time diaries, such as administrators and some support staff that may do only one or two activities that will not be costed out separately as part of their early intervention work.

A. PERSONNEL

- 17. How many hours are in a typical full-time work week? _____ Hours per Week
- 18. How many hours are in a typical work day? _____ Hours per Day
- 19. How many total hours per year do your employees work (after deducting paid sick and annual leave)? _____ Hours per Year
- 20. Did your program use any regular volunteers or other in-kind personnel during 2013-14 (parents or non-parent) who worked at your program at least 4 hours per week?
 - No
 - Yes, if so how many total volunteer hours per week? _____ total volunteer hours per week
- 21. If you did not have any volunteers, how would you fulfill the tasks/ services they perform?
 - Would hire additional staff
 - Would contract out for these services
 - Would use current staff
 - Would do without these services

B. FISCAL YEAR 2014 CHANGES IN PERSONNEL

22. Please list the name of any staff member that has changed their employment since was your most recent FY14 budget that has not been submitted to the state office to date. Relevant changes to report include changes in FTE, salary, benefits, or terminated employment. Include new hires since the last revisions to your budget were submitted to state Baby Watch.

Table 8: Recent Changes in Personnel

Employee Name	Position	Date of change	Describe the change (terminated, new hire, change in salary or benefits)	FTE, Salary & Benefits

SECTION 5: FISCAL YEAR 2014 COSTS: Professional Development, Consultants, Capital Equipment, Facilities, Utilities, Other Personnel Services and Overhead.

We need to collect information about some expenses and resources that you use to support early intervention services that may not have been separated or reported for reimbursement in the budget and expenditures that you submit to the state Baby Watch program. We need the value of resources, such as administrative personnel, facilities, capital equipment (cars, computers, copy machines, etc.) that you may use for Part C early intervention but don't purchase using early intervention funds.

A. PROFESSIONAL DEVELOPMENT, STAFF EDUCATION/TRAINING COSTS

26. What was the **total cost** for the 2013-2014 fiscal year for all staff for their professional development, education or training? (This would include the following: orientation for professional and paraprofessional staff, Baby Watch CSPD training including travel and per diem, on and off site training, fees, staff time, etc.) \$_____ total cost

27. New Employees: Describe the activities undertaken to train a new employee to do their job

Table 11: New Training Description

Activities	Time spent by trainee and trainer	% Training by program coordinator	% Training by peer
In service			
Co visiting (job shadowing)			
General orientation			
Intensive supervision			
Other (describe)			
Other (describe)			

28. Ongoing Employees: Describe the activities undertaken to train an ongoing to do their job

Table 12: Ongoing employees: please describe training time and costs for ongoing employees

Activities	Time spent per employee	Travel and per diem costs	Other costs
Staff meetings			
In service trainings			
Baby Watch Credential: CSPD module training Portfolio development			

On site training			
Workshops or non-college courses			
Off site fees at colleges/universities			
Conferences/webinars			
State professional or public training			
Other (<i>describe</i>)			
Other (<i>describe</i>)			
Other (<i>describe</i>)			

29. Approximately how much time does it take, in addition to in-service time, to complete the credentialing requirements, i.e. portfolio completion, transcript review? _____

B. CONTRACTUAL RELATED SERVICES

We would like to know about people who work for your program on a more irregular basis as sub-contractors/consultants. These are the people for whom you do not pay benefits and who operate more independently than the program’s regular staff (Examples of typically contracted work include therapists, psychologists, translators, etc.). If all consultant information requested in the table below was submitted in detail in the budget you provided to the state Baby Watch Program then you can skip this section. If you extend summer contracts for some staff as part of a school district program you need to provide detailed salary descriptions for those staff either in your budget or in the following table.

30. Do you have workers who are hired for the program such as subcontractors or consultants?
 No
 Yes

31. Description of Consultants Fiscal Year 2013-14

In column A indicate the type of service the consultant performed for the program (e.g., assessment, therapy, in-service training). In column B indicate when service started and ended. If service has not been completed, estimate the date of completion. In column C indicate actual or estimated number of days or hours for which the consultant will be paid. If service included training with staff, indicate how many staff received training. In column D list the hourly or daily rate paid to the consultant for services (may not apply to organizational contracts). In column E .list the total amount paid to the consultant for services based on columns C & D. Please provide the percent of total compensation for Part C services in column F.

In some cases it may be easier to list costs by type of service (A), total days or hours (C), compensation rate (D), and total compensation (E) for each type of service. You may do that if you wish.

Table 13: Contractual Related Services Time and Cost

(A) Type of Service	(B) Dates of Services	(C) Total Days or Service or Hours	(D) Compensation Rate	(E) Total Compensation	(F) Part C Percent Total Compensation

32. Please provide a copy of your 2013-14 salary schedule if you have one.

C. TOTAL ANNUAL OVERHEAD COSTS

If you are a part of a large sponsoring agency, e.g. a university, health department, school district or private non-profit, through which you provide Part C services and you have an indirect or overhead rate as part of your Part C budget, expenses or cost please answer the following questions.

33. How much is your Part C program charged for overhead or indirect costs, as a contribution for the costs of operating your larger system of centers?

Total annual Overhead Costs: \$ _____ OR % _____

34. Please list all staff covered by overhead and provide the estimated FTE, salary and benefits that each person receives.

Table 14: Staff paid out of indirect rate

Staff Name	Job Title	FTE spent on Early Intervention	Salary

Table 15: Non-personnel expenses included in the Program’s indirect rate
(DO NOT duplicate amounts that are included as a line item in your budget)

	Description	Value (\$)
Facilities		
Utilities		
Insurance		
Capital Equipment (furniture, copy machines, etc.)		
Other (describe)		
Other (describe)		
Other (describe)		

D. FACILITIES

We would like to know about the services you provide for children and families. Particularly those children age birth to three eligible for Part C services. The questions in this section ask about the general structure and history of your program. Please fill section D for each facility operated by your program. If you have three sites then you will need to print three copies of this section and answer them for each site.

35. What is the date this center first started to operate? (Month/Year) _____ / _____

36. When did this center first begin its program for birth to 3-year-olds (if different from above)?
 (Month/ Year) _____ / _____

37. What types of programs does your center offer? (Check all that apply)

- Administrative center only no direct services
- Year-round services for Part C birth to three
- Early Head Start sponsored program
- Parent night out
- Respite care
- Clinic services
- Evening services
- Weekend services
- Parent support group services
- Other Parent Involvement Activities
- Services such as Kinder music for non Part c families/children
- Child care program
- Other (specify) _____

38. How many hours is this center open per week for **Part C** families, children and staff? _____

39. How many total hours is this center open for **all programs** in this facility each week? _____

40. What time period of the year is your center CLOSED (Write “0” if your center is open 12 months a year).

Our center is CLOSED from (Day/Month) _____ to (Day/Month) _____
 Our center is CLOSED from (Day/Month) _____ to (Day/Month) _____
 Our center is CLOSED from (Day/Month) _____ to (Day/Month) _____

The next questions deal with your annual costs for space and the facility your center occupies. We are interested in your facilities costs as well as any donations you might receive that are related to your facilities.

Building Costs: We would like to know the value of the building your center occupies. If you rent, your monthly or yearly rent is fine. If you own your facility, the market value of your facility is the best estimate. If you know the value of your facility, please indicate this value for question 48. If you own and do not know the value of your building, we ask that you provide us with some information to help us estimate your facility’s value.

41. Do you rent or own the facility your center is in?
 Rent
 Own
 Other (specify): _____

42. Please provide the dollar amount of your **monthly** rent or mortgage for the past three fiscal years as indicated on the table below:

Table 16: Facilities Rent

Fiscal Year	Rent or Mortgage (Circle one)		Amount of Monthly Rent/Mortgage
	Rent	Mortgage	
2011-2012	Rent	Mortgage	\$
2012-2013	Rent	Mortgage	\$
2013-2014	Rent	Mortgage	\$

43. If you rent, are any of your utilities included in the rent, such as heat, electric, trash removal, hot water, etc.?
 No utilities are included in the rent
 Yes, the following utilities are included in the rent:
 Heat
 Hot water
 Electric
 Trash removal
 Other (specify) _____

44. If you own your facility, we would like to get an estimate of its market value. If you own your facility and you know the facility’s approximate current market value (for example, through an appraisal), please indicate the value below:

The current market value of our facility is approximately \$ _____

45. On which floor is your center located?

- Basement
- First floor
- First and second floor
- Basement and first floor
- Other (*specify*) _____

46. What year was your facility built? Our facility was built in (*Year*) _____

47. If you own your facility, please give the year your facility was purchased (*Year*) _____

48. If you own your facility, please provide its purchase price. (*You may provide this figure in dollars per square foot in the space indicated if you know the number of square feet purchased*)

The purchase price of our facility was \$ _____

The purchase price of our facility was \$ _____ per square foot for _____ sq. ft.

This section asks about the physical square footage of the center. If you do not know the measurements, you may take them yourself or one of our assistants will be happy to come to your center and take the measurements. Or, you may attach a copy of your center's floor plans instead (the owner or landlord may have floor plans; make sure they are labeled according to the space designations listed below).

49. Please provide the square footage of your center

Classroom space: _____ sq. ft.

Staff Office Space: _____ sq. ft.

Evaluation & Assessment space: _____ sq. ft.

Administrative space: _____ sq. ft.

Indoor play space: _____ sq. ft.

Outdoor play space: _____ sq. ft.

Kitchen space: _____ sq. ft.

Bathroom space: _____ sq. ft.

Other space (*please specify if not on list*): _____ sq. ft.

50. If you own your building, we would like to know the annual value or costs of any capital improvements for fiscal years below. Capital Facilities Cost is defined as a one-time or non-recurring expenditure (usually financed over a certain period of time) for physical improvements to your facility such as acquisition of existing buildings or land, construction of new buildings/structures including additions or major alterations (such as roof replacement), acquisition of fixed equipment (permanent equipment such as furnace or air conditioning, desks, shelves, lighting, kitchen) and similar expenditures.

Table 17: Capital Improvement Costs

Item	2011-2012	2010-2011	2011-2012	2012-2013	2013-2014
Ex: Modular Classroom Unit	\$2,000 (financed at \$2,000/yr for 10 years)				
Ex: New electrical wiring	\$10,000 (paid all at once)				
Ex: Playground Playscape	\$500 (\$500/yr for 6 years)				

51. a. Is any of the building/space donated to you? (Check the most accurate statement)

- No, none of our space is donated
- Yes, part of our space is donated
- Yes, all our space is donated
- Other (specify) _____

b. If yes, what is the number of square feet donated _____ sq. ft.

52. Do you receive any kind of financial help on your rent/mortgage that reduces your annual rent/mortgage below what it would be normally be if you had to pay the market rate?

- No
- Yes
- Other (specify) _____

53. If you answered yes to the preceding question, please choose the most accurate statement regarding the amount of financial help you receive annually:

- We receive a rent or mortgage discount/financial help in the amount of \$ _____ per year.
- We receive a rent or mortgage discount/financial help in the amount of \$ _____ per square foot per year.
- We receive a rent or mortgage discount but I don't know the amount.
- Other (specify) _____

54. If you receive a rent/mortgage discount or use donated space, and it were discontinued, what would you do?

- We would plan to look for a smaller facility
- We would plan to pay to stay in the same size facility
- We would plan to look for cheaper facility, the same size

55. If you receive a rent/mortgage discount or use donated space, and there any unused rooms or classrooms at your center please estimate the square footage of unused space. (By unused, we mean rooms that remain completely empty for the entire year).

We have about _____ square feet of empty space and there are _____ empty rooms.

56. Are any of your utilities donated? (such as gas, water, electric, trash removal, telephone service)

- No, utilities are not donated
- Yes (please mark any donated utilities from the following list):
 - Gas
 - Water
 - Electric
 - Trash Removal
 - Telephone Service
 - Other (specify) _____

57. If you have any donated utilities, please provide your most accurate estimate of their annual value.

The total value of our donated utilities is \$ _____ per year

58. Are any services donated to your center, such as janitorial, lawn care, snow removal, repairs, etc.? (This does not include center volunteers such as parents or other community-members)

Total annual value of donated services \$ _____

Please specify the services donated _____

59. If you use donated services, what would you do if the services were not donated?

- Do without the service
- Pay for the service
- Ask a center volunteer to do the service
- Other (specify) _____

60. Is your center air-conditioned?

- No
- Yes

SECTION 6: INSURANCE

61. What was your total annual cost of insurance for 2013-2014? (Include all forms of insurance such as: insurance for the facilities, liability, fire, theft, flood, vehicle, accident for children, staff or others, child abuse, etc. **DO NOT include health insurance or any insurance programs which are part of employee benefits**)

Total annual insurance costs \$ _____

B. DONATED EQUIPMENT

63. In 2013-2014, did the program receive any donated equipment worth more than \$2,500? If you received donated equipment, please give us a list of the donated items in the table below. For each item, we would like to know its condition and approximate replacement value.

Table 19: Donated Equipment

Donated Equipment (Only list if worth over \$2,500)	How Old is it? (Year)	Condition (Circle one that apply)			Replacement Value (\$)
		Good	Fair	Poor	
(Example) Copy machine		Good	Fair	Poor	\$ 2,500
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
		Good	Fair	Poor	
Total Value of Donated Equipment					

SECTION 8: TRANSPORTATION

64. Does your program provide transportation to children and families or provide vehicles for staff to use (not just mileage reimbursement)?

- No
- Yes
- Other (please explain) _____

65. If you answered “yes” to the preceding question, does your program own or rent the cars/buses used to provide transportation?

- Own
- Rent
- Other (please explain) _____

66. How many vehicles are owned and how many are rented?

_____ vehicle(s) owned
 _____ vehicle(s) rented

67. If you rent, how much did your program spend last year on renting transportation vehicles?

Annual cost of renting transportation vehicle(s): \$ _____

68. If you own the vehicle(s), please fill out the table below:

Table 20: Vehicle age and value

Owned Vehicle	Year of vehicle	Purchase price	Condition (circle)	Approximate Current market value (if known)
1			Good Fair Poor	
2			Good Fair Poor	
3			Good Fair Poor	
4			Good Fair Poor	
5			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	
			Good Fair Poor	

69. How much was spent on gas last year for all the vehicles used to transport children?

Cost of gas for transporting children last fiscal year \$ _____

70. How much was spent on gas last year for all the vehicles that were provided to staff?

Cost of gas for staff transportation using program vehicles \$ _____

71. How much was spent in 2013-2014 on insurance associated with transportation for your program?

Cost of transportation insurance last fiscal year \$ _____

Instructions for Early Intervention Daily Activity Diary

1. First and perhaps most important: **open the time diary file and select save file as and rename (if Excel) or make a copy of the master time diary file (if using Google) using a unique file name that includes your program name, your name, the beginning and ending dates for that week and save to your computer or to the shared drive** on google or your program's website. For example, in Jordan I might name the file during the first week: jordanlgoetzemay1-3. Diaries should be completed by filling them out once or twice a day, i.e., before lunch and at the end of the day. You may choose to make notes during the day with paper and pencil if you need those to accurately complete the on-line spreadsheet when you have access to it. At the end of each day save or copy your new file with your unique file name to the program's shared drive or to your computer or tablet. At the end of each week (weeks end on Saturday) send a copy of your time diary file to the program administrator from your program designated to collect them. It is critical that you create a **NEW, UNIQUE FILE NAME for each file that you give to your supervisor or your data could be lost. If you are saving to the shared drive then copy the original file with a new name using "your program name, your name, May and the beginning and ending dates for each week.** Your supervisor will submit completed forms to the cost study staff at: tmhanh1975@yahoo.com. For staff that are out of the office at the end of the week (because of home visits, meetings, etc.) forms should be turned in to your supervisor by the end of the next business day. If you cannot turn the form in on Friday or Saturday at the end of your work week turn in the form on Monday.
2. Be sure to complete information on top of sheet (Date, Work Phone Number, and Program Name and Your Name and Job Title) on the first day of each week and make sure it copies to each day and week that follows. If it is not entered into the current week's file please re-enter it and save the file using your name and a date during that week. The other days should automatically fill in this information for the rest of the week.
3. Each staff member, including consultants, paraprofessionals and support staff should complete diaries for all work days in May, 2014. If you are taking paid leave for all or part of the time diary you must still complete a time diary and you should code the time that you are on leave as either unpaid or paid time off.
4. Code all the activities that you do as part of your Part C responsibilities on the diary using the codes for the activities listed below. Select the activity from the drop down menu that best fits your activity and click on the code that fits and the number and name will enter into the activity column. All times entered must have a coded activity. There is a code provided for paid and unpaid absences. You cannot code more than one for the same time period. If you did multiple activities during one half hour period, break up the time into smaller increments as appropriate and enter them separately: one on each line. If the activities overlap, choose the primary activity for that period. Enter the exact time for beginning and ending an activity. You should not have overlapping times. To ensure that the full day is accounted for, check to see that "time ended" for each activity is the same as the "time began" for the next activity. Example: 12:30 pm -12:45 pm; 12:45 pm-12:55 pm; 12:55 pm -01:30 pm. If you work flex time or less than full time there may be gaps in your day or week that are not completed in the time diary and that is expected. You need to account for a typical work week and month using the forms. Time at noon or later will enter as military time and you must either enter military time or the time and pm after it for the program to accept your entry and compute the total minutes in each activity. You need to enter the time including the hour, a colon and then the minutes the activity began or ended. For example 2:30 pm or 14:30 will both be recognized by the program as afternoon entries. For morning times you don't have to enter am. You only need to enter the hour, colon and the minutes for the beginning and end time for each activity.
5. Travel time to and from an activity should be recorded as a separate activity code whenever it occurs. If you are eating lunch while traveling enter the time as travel time.

Utah Early Intervention Cost Study Activity Codes

A) Direct Early Intervention IFSP Service Activities use codes **1-13**: include direct service time with the family and/or child. **DO NOT** include associated activities as described under section B or time spent in other required components listed in Sections C and D. Virtual home visits are included here. Include any time spent providing some type of intervention or service coordination to the family and/or child.

Code	Activity Name
1	Individual or other natural environment Assistive Technology services
2	Individual or other natural environment Nurse services such as assessment of health status, nursing care to prevent health problems, admin of medications, treatments and regiments prescribed by a physician
3	Individual or other natural environment Physical therapy
4	Individual or other natural environment Speech and language therapy
5	Individual or other natural environment Family training
6	Individual or other natural environment Health services such as catheterization, Trach care, tube feeding, changing dressing, etc.
7	Individual or other natural environment Nutrition services
8	Individual or other natural environment Psychological services
9	Individual or other natural environment Social work services
10	Individual or other natural environment Special instruction
11	Individual or other natural environment Occupational therapy
12	Individual or other natural environment Audiology services
13	Individual or other natural environment Service Coordination - this may include time not spent in person with the child/family by telephone or email or other means of communication.
14	Group intensity site based Assistive Technology services
15	Group intensity site based Nursing services such as assessment of health status, nursing care to prevent health problems, admin of medicaitons, treatments and regiments prescribed by a physician
16	Group intensity site based Physical therapy
17	Group intensnity site based Speech and language therapy
18	Group intensity site based Family training
19	Group intensity site based Health services such as catheterization, trach care, tube feedbing, changing dressing, etc.
20	Group intensity site based Nutrition services
21	Group intensity site based Psychological services
22	Group intensity site based Social work services
23	Group intensity site based Special instruction
24	Group intensity site based Occupational therapy
25	Group intensity site based Audiology services
26	Group intensity site based Service Coordination

B) **Direct Early Intervention IFSP Service Associated Activities** use codes **27-35**; report time spent in activities necessary to provide direct services that **DO NOT** involve an actual direct service visit or time with the child and/or family.

Code	Activity Name
27	Code time spent in all of the following activities in support of direct services: <ul style="list-style-type: none"> • making/confirming appointments with families
28	Code time spent in all of the following activities in support of direct services: <ul style="list-style-type: none"> • paperwork; and • data entry including time spent on BTOTS
29	Code time spent in preparation for individual home or other natural environment direct services including time spent cleaning materials, classrooms or equipment for direct services.
30	Code time spent in preparation for site based group intensity direct services
31	Consultation with staff or family
32	Travel to or from direct service activities (code as travel to/from even if the direct service visit resulted in a no show)
33	No show time: report time spent because of a no show direct service visit that could not be filled with other Part C related activities
34	Paraprofessional supervision -- this is time you spend supervising paraprofessional staff as part of paraprofessional direct service delivery
35	Child care in support of direct services. An example is child care provided by paraprofessionals while families receive group intensity parent training services.

C) **Other required (non IFSP) Part C Components** use codes **36-39**.

Code	Activity Name
36	Code time spent in any of the following required Part C components: <ul style="list-style-type: none"> • child find • outreach • referral • IFSP development • billing (e.g. Medicaid, CHIP) for direct service and/or other required components • language interpreters • ongoing assessment • progress reviews/six month reviews • transition
37	Eligibility determination—child/family intake and evaluation including those done annually. Includes eligibility determination, preassessment planning and conduct of initial evaluations. Preparation time for evaluation and assessment is included here.
38	Family fee program: determination and follow-up: filling out the form, talking with the family, follow-up with the billing office and/or Baby Watch
39	Professional development including travel to and from professional development activities and time spent receiving or providing preservice or inservice training

D) Activities associated with providing other Part C (non IFSP) required components
use codes **40-44**.

Code	Activity Name
40	Code time spent in preparation, consultation, making/confirming appointments or other communication with anyone related to Part C required components (this is time used to support child find, outreach, referral, IFSP development, transition, eligibility determination, ongoing assessment and transition) under this code.
41	Time spent in paperwork and data entry for other required components.
42	Time spent in traveling related to all required Part C components
43	Time spent in consultation with early intervention staff or families
44	No shows related to other required components and including travel time or time spent waiting that could not be filled with other Part C related activities

E) Administration use code **45**.

Code	Activity Name
45	Administration: Report all time spent in administrative activities. This includes hiring staff, work on budgets,

F) Absences, lunch, sick or annual leave use code **46-48**.

Code	Activity Name
46	Time spent in unpaid activities such as Lunch, Breaks, and Un-paid Absences .
47	Paid annual, sick, maternity, personal, bereavement or family leave
48	Comp time: won't exist in all programs; trade time; leave time earned and traded for time worked outside of contracted days

G) Time Diary Data Entry use code **49** and **cleaning office space** code **50**. Code cleaning toys or other materials, classrooms or furniture used for direct services, either individual, natural environment or group intensity classroom items under preparation in section B above,

Code	Activity Name
49	Time Diary: Use for time spent completing the time diary
50	Cleaning: Cleaning general office space or desks; don't include time spent cleaning classrooms or materials used in direct service here; code those under preparation in section B.

