

ACTUAL PERFORMANCE FOR OUTPUT/EFFICIENCY MEASURES
539 - AGING & DISABILITY SERVICES
FISCAL YEAR 08 Qtr 3
5/31/2008

Actual Performance for Output/Efficiency Measures with Updates
80th Regular Session, Performance Reporting
Automated Budget and Evaluation System of Texas (ABEST)

Type/Strategy/Measure	2008 Target	2008 Actual	2008 YTD	Percent of Annual Target	Target Range
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Output Measures1-1-1 INTAKE, ACCESS, & ELIGIBILITY

5 AVG CONSUMERS: MR ASSESS/COORD

Quarter 1	7,390.00	7,390.00	7,390.00	100.00 %	
Quarter 2	7,390.00	7,487.00	7,487.00	101.31 %	
Quarter 3	7,390.00	7,487.00	7,487.00	101.31 %	

1-2-1 PRIMARY HOME CARE

1 AVG #: PRIMARY HOME CARE

Quarter 1	52,165.00	51,497.00	51,497.00	98.72 %	
Quarter 2	52,165.00	51,335.00	51,504.00	98.73 %	
Quarter 3	52,165.00	51,425.00	51,638.00	98.99 %	

1-2-2 COMMUNITY ATTENDANT SERVICES

1 AVG #: COMMUNITY ATTENDANT SER

1 AVG #: COMMUNITY ATTENDANT SER

Quarter 1	43,008.00	42,439.00	42,439.00	98.68 %	
Quarter 2	43,008.00	42,322.00	42,432.00	98.66 %	
Quarter 3	43,008.00	41,831.00	41,831.00	97.26 %	

Output Measures

1-2-3 DAY ACTIVITY & HEALTH SERVICES

1 NUMBER OF CLIENTS: DAY ACTIVITY

Quarter 1	16,082.00	16,482.00	16,482.00	102.49 %
Quarter 2	16,082.00	16,476.00	16,473.00	102.43 %
Quarter 3	16,082.00	16,511.00	16,505.00	102.63 %

1-3-1 COMMUNITY-BASED ALTERNATIVES

1 NUMBER OF CLIENTS: CBA WAIVER

Quarter 1	25,351.00	24,712.00	24,712.00	97.48 %
Quarter 2	25,351.00	25,032.00	24,906.00	98.21 %
Quarter 3	25,351.00	25,296.00	24,906.00	98.60 %

1-3-2 HOME AND COMMUNITY-BASED SERVICES

1 NUMBER OF CLIENTS: HCS

Quarter 1	12,233.00	12,789.00	12,789.00	104.55 %
Quarter 2	12,233.00	13,126.00	12,957.00	105.92 % *

Explanation of Variance: The target value does not include additional clients funded through the Interest List initiative, the Promoting Independence initiative, or the "DOJ" initiative. The department's estimated target, which considers the above items, is 13,202. First quarter actual is 98.1% of this target.

Quarter 3	12,233.00	13,638.00	13,200.00	107.90 % *
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Explanation of Variance: The target value does not include additional clients funded through the Interest List initiative, the Promoting Independence initiative, or the "DOJ" initiative. The department's estimated target, which considers the above items, is 13,202. Third quarter actual is 99.98% of this target.

1-3-3 COMMUNITY LIVING ASSISTANCE (CLASS)

1 NUMBER OF CLIENTS: CLASS WAIVER

Quarter 1	3,696.00	3,747.00	3,747.00	101.38 %
Quarter 2	3,696.00	3,754.00	3,694.00	99.95 %
Quarter 3	3,696.00	3,959.00	3,832.00	103.68 %

1-3-4 DEAF-BLIND MULTIPLE DISABILITIES

1 NUMBER OF CLIENTS: DBMD WAIVER

Quarter 1	134.00	138.00	138.00	102.99 %	
Quarter 2	134.00	134.00	135.00	100.75 %	
Quarter 3	134.00	144.00	141.00	105.22 %	*

Explanation of Variance: The target does not include the new slots appropriated for the FY 2006-2007 biennium, nor the slots appropriated for FY 2008.

1-3-5 MEDICALLY DEPENDENT CHILDREN PGM

1 NUMBER OF CLIENTS: MDCP WAIVER

Quarter 1	1,730.00	2,166.00	2,166.00	125.20 %	*
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Explanation of Variance: Although the 79th Legislature funded this program to reach 2,330 clients served by the end of August 2007, the target value did not reflect this expectation. In addition, the target value does not include additional clients funded through the Interest List initiative. The department's estimated target, which considers the number of clients funded at the end of FY 2007 as well as the number of clients served through the Interest List initiative, is 2,369. First quarter actual is 91.4% of this target. The department anticipated that the additional persons served through the Interest List initiative would be added gradually throughout the year, and we expect to be within tolerance by the end of the fiscal year.

Quarter 2	1,730.00	2,238.00	2,214.00	127.98 %	*
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Explanation of Variance: Although the 79th Legislature funded this program to reach 2,330 clients served by the end of August 2007, the target value did not reflect this expectation. In addition, the target value does not include additional clients funded through the Interest List initiative. The department's estimated target, which considers the number of clients funded at the end of FY 2007 as well as the number of clients served through the Interest List initiative, is 2,369. Second quarter actual is 94.47% of this target. The department anticipated that the additional persons served through the Interest List initiative would be added gradually throughout the year, and we expect to be within tolerance by the end of the fiscal year.

Quarter 3	1,730.00	2,447.00	2,366.00	136.76 %	*
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Explanation of Variance: Although the 79th Legislature funded this program to reach 2,330 clients served by the end of August 2007, the target value did not reflect this expectation. In addition, the target value does not include additional clients funded through the Interest List initiative. The department's estimated target, which considers the number of clients funded at the end of FY 2007 as well as the number of clients served through the Interest List initiative, is 2,369. Third quarter actual is 99.87% of this target. The department anticipated that the additional persons served through the Interest List initiative would be added gradually throughout the year, and we expect to be within tolerance by the end of the fiscal year.

Output Measures1-3-7 TEXAS HOME LIVING WAIVER

1 AVG #: TX HOME LIVING WAIVER

Quarter 1	1,436.00	1,306.00	1,306.00	90.95 %	*
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Explanation of Variance: Many clients who receive Texas Home Living are also on the interest list for Home and Community Services (HCS). As a result, when additional funding is made available to serve more HCS clients, some clients disenroll from Texas Home Living to enroll in HCS.

Quarter 2	1,436.00	1,265.00	1,295.00	90.18 %	*
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Explanation of Variance: Many clients who receive Texas Home Living are also on the interest list for Home and Community Services (HCS). As a result, when additional funding is made available to serve more HCS clients, some clients disenroll from Texas Home Living to enroll in HCS.

Quarter 3	1,436.00	1,211.00	1,268.00	88.30 %	*
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Explanation of Variance: Many clients who receive Texas Home Living are also on the interest list for Home and Community Services (HCS). As a result, when additional funding is made available to serve more HCS clients, some clients disenroll from Texas Home Living to enroll in HCS.

1-4-2 MR COMMUNITY SERVICES

2 AVG #: MR COMMUNITY SERVICES

Quarter 1	7,195.00	8,096.00	8,096.00	112.52 %	*
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Explanation of Variance: The FY 2008 annual target did not restore the 10% reduction included in the initial LAR submission.

Prior Amount: 8,096.00

Prior YTD: 8,096.00

Output Measures

2 AVG #: MR COMMUNITY SERVICES

Quarter 2	7,195.00	8,096.00	8,096.00	112.52 %	*
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Explanation of Variance: The FY 2008 annual target did not restore the 10% reduction included in the initial LAR submission.

Explanation of Update: Made correction in data.

Prior Amount: 8,096.00

Prior YTD: 16,192.00

Quarter 3	7,195.00	8,096.00	8,096.00	112.52 %	*
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Explanation of Variance: The FY 2008 annual target did not restore the 10% reduction included in the initial LAR submission.

1-4-4 IN-HOME AND FAMILY SUPPORT

1 NUMBER OF CLIENTS: IHFS

Quarter 1	4,086.00	4,243.33	4,243.33	103.85 %	
Quarter 2	4,086.00	4,398.00	4,321.00	105.75 %	*
<u>Explanation of Variance:</u> More clients are being served than projected due to additional funds that were received to serve clients on the interest list.					
Quarter 3	4,086.00	4,611.00	4,418.00	108.13 %	*
<u>Explanation of Variance:</u> More clients are being served than projected due to additional funds that were received to serve clients on the interest list.					

Output Measures

1 NUMBER OF CLIENTS: IHFS

1-4-5 MENTAL RETARDATION IN-HOME SERVICES

1 # CONSUMERS: MR RECEIVING IHFS

Quarter 1	2,846.00	1,857.00	1,857.00	65.25 %	*
<u>Explanation of Variance:</u> Community centers are required to complete 65% of the annual grant allocation in the 1st quarter.					
Quarter 2	2,846.00	2,468.00	2,468.00	86.72 %	*
<u>Explanation of Variance:</u> Community centers are required to complete 90% of the annual grant allocation in the 2nd quarter.					
Quarter 3	2,846.00	2,883.00	2,883.00	101.30 %	

1-5-1 ALL-INCLUSIVE CARE - ELDERLY (PACE)

1 AVG #: RECIPIENTS (PACE)

Quarter 1	912.00	922.00	922.00	101.10 %	
Quarter 2	912.00	915.00	913.00	100.11 %	
Quarter 3	912.00	906.00	906.00	99.34 %	

Output Measures

1 AVG #: RECIPIENTS (PACE)

1-6-1 NURSING FACILITY PAYMENTS

1 # OF PERSONS: MEDICAID NURSING FAC

Quarter 1	56,832.00	56,939.00	56,939.00	100.19 %
Quarter 2	56,832.00	56,338.00	56,831.00	100.00 %
Quarter 3	56,832.00	55,707.00	56,188.00	98.87 %

1-6-2 MEDICARE SKILLED NURSING FACILITY

1 # CLIENTS: NURSING FAC COPAY

Quarter 1	6,772.00	6,647.00	6,647.00	98.15 %
Quarter 2	6,772.00	6,704.00	6,551.00	96.74 %
Quarter 3	6,772.00	7,069.00	6,683.00	98.69 %

Output Measures1-6-3 HOSPICE

1 NUMBER OF HOSPICE CLIENTS

Quarter 1	6,180.00	6,173.00	6,173.00	99.89 %
Quarter 2	6,180.00	5,984.00	5,927.00	95.91 %
Quarter 3	6,180.00	6,140.00	6,055.00	97.98 %

1-6-4 PROMOTING INDEPENDENCE SERVICES

1 AVG #: PROMOTING INDEPENDENCE

Quarter 1	4,852.00	4,401.00	4,401.00	90.70 %	*
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Explanation of Variance: This service was impacted by the expansion of STAR+PLUS managed care. Since the expansion of managed care, the growth trend in this program has slowed considerably. While the measure target value was adjusted to account for the clients who transferred from DADS to HHSC at the time of managed care expansion, separate trend analyses were not conducted for the STAR+PLUS vs. non-STAR+PLUS portions of the state. Caseload trends for the non-STAR+PLUS portion of the state appear to be increasing more slowly than were the state as a whole.

Quarter 2	4,852.00	4,736.00	4,569.00	94.17 %	*
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Explanation of Variance: This service was impacted by the expansion of STAR+PLUS managed care. Since the expansion of managed care, the growth trend in this program has slowed considerably. While the measure target value was adjusted to account for the clients who transferred from DADS to HHSC at the time of managed care expansion, separate trend analyses were not conducted for the STAR+PLUS vs. non-STAR+PLUS portions of the state. Caseload trends for the non-STAR+PLUS portion of the state appear to be increasing more slowly than were the state as a whole.

Output Measures

1 AVG #: PROMOTING INDEPENDENCE

Quarter 3	4,852.00	4,858.00	4,665.00	96.15 %
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1-7-1 INTERMEDIATE CARE FACILITIES - MR

1 AVG #: IN ICF/MR BEDS PER MTH

Quarter 1	6,472.00	6,487.00	6,487.00	100.23 %
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Quarter 2	6,472.00	6,376.00	6,427.00	99.30 %
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Quarter 3	6,472.00	6,478.00	6,478.00	100.09 %
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1-8-1 MR STATE SCHOOLS SERVICES

1 AVG MTHLY # MR CAMPUS RESIDENT

Quarter 1	4,881.00	4,871.00	4,871.00	99.80 %
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Quarter 2	4,881.00	4,853.67	4,844.00	99.24 %
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Quarter 3	4,881.00	4,817.00	4,806.00	98.46 %
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Output Measures2-1-1 FACILITY/COMMUNITY-BASED REGULATION

9 TOTAL AMOUNT COLLECTED FROM FINES

Quarter 1	1,661,543.00	201,595.41	201,595.41	12.13 %	*
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Explanation of Variance: DADS does not control this measure. The facility may delay payment of the full penalty by requesting a hearing. In addition, once a hearing is requested, the facility may successfully negotiate payment of a lesser penalty amount or, after a hearing, a judge may order a lesser penalty amount.

Quarter 2	1,661,543.00	30,144.00	231,739.41	13.95 %	*
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Explanation of Variance: DADS does not control this measure. The facility may delay payment of the full penalty by requesting a hearing. In addition, once a hearing is requested, the facility may successfully negotiate payment of a lesser penalty amount or, after a hearing, a judge may order a lesser penalty amount.

Quarter 3	1,661,543.00	485,968.26	717,707.67	43.20 %	*
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Explanation of Variance: DADS does not control this measure. The facility may delay payment of the full penalty by requesting a hearing. In addition, once a hearing is requested, the facility may successfully negotiate payment of a lesser penalty amount or, after a hearing, a judge may order a lesser penalty amount.

2-1-2 CREDENTIALING/CERTIFICATION

1 LICENSES ISSUED/YR: NURS FAC ADMINS

Quarter 1	927.00	197.00	197.00	21.25 %	
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Output Measures

1 LICENSES ISSUED/YR: NURS FAC ADMINS

Quarter 2	927.00	228.00	425.00	45.85 %	
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Quarter 3	927.00	283.00	708.00	76.38 %	
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Efficiency Measures1-2-1 PRIMARY HOME CARE

1 AVG COST: PRIMARY HOME CARE

Quarter 1	714.29	675.47	675.47	94.57 %	*
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Explanation of Variance: The target of \$714.29 is a 12.5% increase over the FY 2007 average cost of \$634.65. By comparison, the target value for Community Attendant Services-- which is a similar service-- is only a 6.6% increase over FY 2007. During the session, the department provided the Legislature with an estimated target value of \$661.64. The first quarter actual is 102.1% of the department's estimated target, which is within tolerance.

Quarter 2	714.29	685.45	680.06	95.21 %	
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Quarter 3	714.29	680.41	675.77	94.61 %	*
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Explanation of Variance: The target of \$714.29 is a 12.5% increase over the FY 2007 average cost of \$634.65. By comparison, the target value for Community Attendant Services-- which is a similar service-- is only a 6.6% increase over FY 2007.

Efficiency Measures1-2-2 COMMUNITY ATTENDANT SERVICES

1 AVG COST: COMMUNITY ATTENDANT

Quarter 1	658.92	653.35	653.35	99.15 %
Quarter 2	658.92	658.85	654.97	99.40 %
Quarter 3	658.92	649.92	649.78	98.61 %

1-2-3 DAY ACTIVITY & HEALTH SERVICES

1 AVG COST: DAHS

Quarter 1	494.79	493.77	493.77	99.79 %
Quarter 2	494.79	482.92	490.03	99.04 %
Quarter 3	494.79	501.61	495.89	100.22 %

Efficiency Measures1-3-1 COMMUNITY-BASED ALTERNATIVES

1 COST/CLIENT: CBA WAIVER

Quarter 1	1,400.98	1,356.19	1,356.19	96.80 %
Quarter 2	1,400.98	1,309.88	1,333.09	95.15 %
Quarter 3	1,400.98	1,403.77	1,372.09	97.94 %

1-3-2 HOME AND COMMUNITY-BASED SERVICES

1 COST PER CLIENT: HCS

Quarter 1	3,395.39	3,339.95	3,339.95	98.37 %
Quarter 2	3,395.39	3,366.61	3,380.43	99.56 %
Quarter 3	3,395.39	3,421.69	3,400.66	100.16 %

Efficiency Measures1-3-3 COMMUNITY LIVING ASSISTANCE (CLASS)

1 COST/CLIENT: CLASS WAIVER

Quarter 1	2,884.39	2,845.18	2,845.18	98.64 %	
Quarter 2	2,884.39	2,633.51	2,724.88	94.47 %	*

Explanation of Variance: The variance is the result of seasonality. It is expected that the annual average for FY 2008 will be within tolerance.

Quarter 3	2,884.39	2,924.10	2,910.61	100.91 %	
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1-3-4 DEAF-BLIND MULTIPLE DISABILITIES

1 COST/CLIENT: DBMD

Quarter 1	4,021.89	4,023.68	4,023.68	100.04 %	
Quarter 2	4,021.89	4,019.72	3,943.67	98.06 %	
Quarter 3	4,021.89	3,826.97	3,903.09	97.05 %	

1-3-5 MEDICALLY DEPENDENT CHILDREN PGM

1 COST/CLIENT: MDCP WAIVER

Quarter 1	1,547.46	1,185.87	1,185.87	76.63 %	*
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Explanation of Variance: The average monthly cost per client for this program trended steadily downward throughout FY 2006 and FY 2007. (The average monthly cost for FY 2006 was \$1307.19, while the average for FY 2007 was \$1191.10.) This downward trend was not contemplated when the target for FY 2008 was developed.

Quarter 2	1,547.46	1,208.42	1,204.12	77.81 %	*
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Explanation of Variance: The average monthly cost per client for this program trended steadily downward throughout FY 2006 and FY 2007. (The average monthly cost for FY 2006 was \$1307.19, while the average for FY 2007 was \$1191.10.) This downward trend was not contemplated when the target for FY 2008 was developed.

Quarter 3	1,547.46	1,309.38	1,274.51	82.36 %	*
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Explanation of Variance: The average monthly cost per client for this program trended steadily downward throughout FY 2006 and FY 2007. (The average monthly cost for FY 2006 was \$1307.19, while the average for FY 2007 was \$1191.10.) This downward trend was not contemplated when the target for FY 2008 was developed.

1-3-7 TEXAS HOME LIVING WAIVER

1 AVG CST: TX HOME LIVING WAIVER

Quarter 1	383.00	562.69	562.69	146.92 %	*
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Explanation of Variance: Despite the fact that funds were appropriated for rate increases for this program, the target of \$383 is a 15.7% reduction from the FY 2007 average cost of \$454.18. During the session, the department provided the Legislature with an estimated target of \$492.74. The actual cost for quarter one is 114.2% of the department's estimated target. The actual rates developed and approved by HHSC were higher than originally estimated.

Efficiency Measures

1 AVG CST: TX HOME LIVING WAIVER

Quarter 2	383.00	543.77	569.81	148.78 %	*
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Explanation of Variance: Despite the fact that funds were appropriated for rate increases for this program, the target of \$383 is a 15.7% reduction from the FY 2007 average cost of \$454.18.

During the session, the department provided the Legislature with an estimated target of \$492.74. The actual cost for quarter one is 114.2% of the department's estimated target. The actual rates developed and approved by HHSC were higher than originally estimated.

Quarter 3	383.00	575.73	575.97	150.38 %	*
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Explanation of Variance: Despite the fact that funds were appropriated for rate increases for this program, the target of \$383 is a 15.7% reduction from the FY 2007 average cost of \$454.18.

During the session, the department provided the Legislature with an estimated target of \$492.74. The actual cost for quarter three is 116.89% of the department's estimated target. The actual rates developed and approved by HHSC were higher than originally estimated.

1-4-2 MR COMMUNITY SERVICES

1 AVG CST: NON MEDICAID RESIDENT

Quarter 1	3,594.52	3,594.52	3,594.52	100.00 %	
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Quarter 2	3,594.52	3,594.52	3,594.52	100.00 %	
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Quarter 3	3,594.52	3,594.52	3,594.52	100.00 %	
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Efficiency Measures

1-4-4 IN-HOME AND FAMILY SUPPORT

1 COST PER MONTH: IHFS CLIENT

Quarter 1	87.42	70.39	70.39	80.52 %	*
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Explanation of Variance: The average monthly cost per client is significantly lower than projected. Payments for subsidies are made after the client submits a request for payment. Clients may submit payment requests at any time, a facet of the program over which DADS has no control. The amount for quarter one includes credits that have been received for this time period.

Quarter 2	87.42	71.01	70.71	80.89 %	*
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Explanation of Variance: The average monthly cost per client is significantly lower than projected. Payments for subsidies are made after the client submits a request for payment. Clients may submit payment requests at any time, a facet of the program over which DADS has no control. The amount for quarter two includes credits that have been received for this time period.

Quarter 3	87.42	70.80	70.73	80.91 %	*
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Explanation of Variance: The average monthly cost per client is significantly lower than projected. Payments for subsidies are made after the client submits a request for payment. Clients may submit payment requests at any time, a facet of the program over which DADS has no control. The amount for quarter two includes credits that have been received for this time period.

Efficiency Measures

1-4-5 MENTAL RETARDATION IN-HOME SERVICES

1 AVG GRANT: PER CONSUMER INFS

Quarter 1	1,869.86	1,869.86	1,869.86	100.00 %
Quarter 2	1,869.86	1,869.86	1,869.86	100.00 %
Quarter 3	1,869.86	1,869.86	1,869.86	100.00 %

1-5-1 ALL-INCLUSIVE CARE - ELDERLY (PACE)

1 AVG CST: PER RECIPIENT (PACE)

Quarter 1	2,331.77	2,744.86	2,744.86	117.72 %	*
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Explanation of Variance: This program received a rate increase for the FY 2008-2009 biennium. The actual rate developed and approved by HHSC was higher than originally estimated.

Quarter 2	2,331.77	2,747.01	2,745.94	117.76 %	*
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Explanation of Variance: This program received a rate increase for the FY 2008-2009 biennium. The actual rate developed and approved by HHSC was higher than originally estimated.

Quarter 3	2,331.77	2,753.99	2,748.33	117.86 %	*
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Explanation of Variance: This program received a rate increase for the FY 2008-2009 biennium. The actual rate developed and approved by HHSC was higher than originally estimated.

1-6-1 NURSING FACILITY PAYMENTS

3 NET PAYMENT: NURSING HOME

Quarter 1	2,578.18	2,665.99	2,665.99	103.41 %
Quarter 2	2,578.18	2,649.61	2,658.14	103.10 %
Quarter 3	2,578.18	2,688.51	2,667.50	103.46 %
Quarter 4	2,578.18			

1-6-2 MEDICARE SKILLED NURSING FACILITY

1 NET COPAYMENT: NURSING HOME

Quarter 1	1,741.99	1,777.16	1,777.16	102.02 %
Quarter 2	1,741.99	1,713.53	1,718.62	98.66 %
Quarter 3	1,741.99	1,802.45	1,761.27	101.11 %

Efficiency Measures1-6-3 HOSPICE

1 NET PAYMENT: HOSPICE

Quarter 1	2,450.40	2,524.60	2,524.60	103.03 %
Quarter 2	2,450.40	2,619.04	2,591.98	105.78 % *

Explanation of Variance: The target did not reflect the portion of the rate funded through Article IX, Sec. 19.82, which provided funding for a 3% rate increase for Nursing Facilities as well as Hospice. Including this funding, the revised target is \$2523.91. We are at 102.7% of the revised target.

Quarter 3	2,450.40	2,503.82	2,487.76	101.52 %
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1-6-4 PROMOTING INDEPENDENCE SERVICES

1 AVG COST: PROMOTE INDEPENDENCE

Quarter 1	1,397.98	1,359.14	1,359.14	97.22 %
Quarter 2	1,397.98	1,313.99	1,336.31	95.59 %
Quarter 3	1,397.98	1,407.29	1,379.73	98.69 %

1-7-1 INTERMEDIATE CARE FACILITIES - MR

1 COST: ICF/MR MEDICAID CONSUMER

Quarter 1	4,526.62	4,478.70	4,478.70	98.94 %
Quarter 2	4,526.62	4,440.00	4,450.00	98.31 %
Quarter 3	4,526.62	4,492.00	4,466.44	98.67 %

1-8-1 MR STATE SCHOOLS SERVICES

1 AVG MTHLY CST MR CAMPUS RES

Quarter 1	8,858.59	8,347.31	8,347.31	94.23 %	*
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Explanation of Variance: Target cost per resident calculation assumes the funding for new State School positions is equally distributed between 2008 and 2009. DADS calculation assumes less funding in 2008 because of a hiring ramp up schedule. In addition, DADS excludes some central administrative costs from the calculation.

Quarter 2	8,858.59	8,238.71	8,255.15	93.19 %	*
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Explanation of Variance: Target cost per resident calculation assumes the funding for new State School positions is equally distributed between 2008 and 2009. DADS calculation assumes less funding in 2008 because of a hiring ramp up schedule. In addition, DADS excludes some central administrative costs from the calculation.

Quarter 3	8,858.59	8,312.75	8,331.78	94.05 %	*
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Explanation of Variance: Target cost per resident calculation assumes the funding for new State School positions is equally distributed between 2008 and 2009. DADS calculation assumes less funding in 2008 because of a hiring ramp up schedule. In addition, DADS excludes some central administrative costs from the calculation.