## **Texas Department of Family and Protective Services**

Rider 30 CPS Reform Expenditure Report for FY 2007

As of August 31, 2007

Submitted October 19, 2007

## DFPS Rider 30 CPS Reform Expenditure Plan for FY 2007 Status Report as of August 31, 2007

	FY 2007 Appropriated	FY 2007 Funding Allocation	Operating Budget Adjustments	FY 2007 Operating Budget	YTD Expenditures	Projected Expense (Annual)	Variance	Total Approp FTEs	Annual Phase-In	YTD Ave FTEs Filled
Purpose Listed in Rider 30										
1. Salary/Other Support Costs-Direct Delivery Staff	61,780,156	57,623,015	2,127,468	59,750,483	52,630,493	60,579,103	(828,620)	1,519.0	1,266.3	1,266.3
2. Regional Screeners	1,851,821	1,851,821	588,320	2,440,141	2,081,649	2,397,893	42,248	41.0	41.0	39.3
3. Case Records Compliance	644,380	644,380	276,740	921,120	561,888	645,742	275,378	20.0	16.3	10.9
4. Functional Units for All Stages of Service	26,664,296	26,749,379	2,755,512	29,504,891	28,831,412	32,407,540	(2,902,649)	758.0	617.8	617.8
5. Expanded Training	2,782,359	2,782,359	1,564,276	4,346,635	3,263,975	4,222,306	124,329	50.0	50.0	45.8
6. Technology (Mobile Caseworker)	5,692,426	8,151,472	5,742,590	13,894,062	12,165,707	14,734,391	(840,329)	-	-	-
7. Forensic Medical Assessment/Telemedicine	3,804,916	3,804,916	536,240	4,341,156	912,694	1,829,224	2,511,932	-	-	-
8. IMPACT Modifications	2,199,050	2,199,050	943,799	3,142,849	3,477,058	4,203,300	(1,060,451)	-	-	-
9. Purchased Client Services	21,660,111	21,660,111	4,753,991	26,414,102	20,548,209	26,414,103	(1)	-	-	-
10. Salary Package	9,331,987	10,944,999	-	10,944,999	10,338,066	10,357,806	587,193	-	-	-
11. Child Safety Specialists	1,064,502	1,064,502	330,624	1,395,126	1,296,062	1,390,292	4,834	20.0	20.0	19.9
12. Diligent Search & Background Check Staff	189,286	189,286	58,229	247,515	175,859	226,886	20,629	6.0	6.0	5.2
13. CPS Management Structure	6,096,964	6,096,964	776,208	6,873,172	6,055,564	6,778,806	94,366	116.0	116.0	96.5
14. Agency Operations Support	1,059,472	1,059,472	550,877	1,610,349	1,543,727	1,572,283	38,066	28.0	31.8	26.8
15. Human Resources Contract Cost Increase	378,008	378,008	-	378,008	378,008	378,008	-	-	-	-
16. Foster Care Residential Contract Mgmt/Audits	500,000	500,000	10,715	510,715	-	510,715	-	-	-	-
17. Independent Administrator & Evaluation	1,450,388	1,450,388	424,777	1,875,165	295,063	295,063	1,580,102	-	-	-
18. Contract Oversight/Program Quality Assurance	445,681	445,681	10,988	456,669	75,823	103,697	352,972	10.0	7.5	0.7
19. Transition of Agency Staff	-	-	-	-	-	-	-	(45.0)	(11.3)	-
20. Foster Care Child Passport	-	-	500,000	500,000	500,000	500,000	-	-	-	-
TOTAL, CPS REFORM	147,595,803	147,595,803	21,951,354	169,547,157	145,131,259	169,547,158	(1)	2,523.0	2,161.3	2,129.2
Method of Finance										
General Revenue	-	-	2,332,529	2,332,529		2,332,529	-			
Economic Stabilization Fund	118,561,405	118,561,405	18,353,848	136,915,253		136,915,253	-			
Federal Funds, Est.	29,034,398	29,034,398	1,264,977	30,299,375		30,299,376	(1)			
TOTAL, ALL FUNDS	147,595,803	147,595,803	21,951,354	169,547,157		169,547,158	(1)			

Note: Adjustments between purposes to arrive at the FY 2007 funding allocation are detailed on Page 1(a). Adjustments to the operating budget are detailed on Page 1(b)

### **Explanation of Variances:**

Overall, it is anticipated that the FY 2007 Projected Expenditures will total the Operating Budget for CPS Reform. The negative variances for Purposes 1, 4, 6, and 8, due to projected expenditure levels being higher than the operating budget, will be covered by the positive variances in the other purposes. These overexpenditures do not exceed 10 percent.

The overall variance is the result of rounding error.

## DFPS Rider 30 CPS Reform - FY 2007 Detail of Expenditure Plan Adjustments

	FY 2007 Appropriated	Adjustment 1	Adjustment 2	Adjustment 3	FY 2007 Original Funding Allocation	Adjustment 4	Adjustment 5	FY 2007 Revised Funding Allocation
Purpose Listed in Rider 30								
1. Salary/Other Support Costs-Direct Delivery Staff	61,780,156	1,856,905	(3,555,000)	(1,236,986)	58,845,075	(1,222,060)		57,623,015
2. Regional Screeners	1,851,821				1,851,821			1,851,821
3. Case Records Compliance	644,380				644,380		(161,096)	483,284
4. Functional Units for All Stages of Service	26,664,296	85,083			26,749,379			26,749,379
5. Expanded Training	2,782,359				2,782,359			2,782,359
6. Technology (Mobile Caseworker)	5,692,426			1,236,986	6,929,412	1,222,060		8,151,472
7. Forensic Medical Assessment/Telemedicine	3,804,916				3,804,916			3,804,916
8. IMPACT Modifications	2,199,050				2,199,050			2,199,050
9. Purchased Client Services	21,660,111				21,660,111			21,660,111
10. Salary Package	9,331,987	(1,941,988)	3,555,000		10,944,999			10,944,999
11. Child Safety Specialists	1,064,502				1,064,502			1,064,502
12. Diligent Search & Background Check Staff	189,286				189,286			189,286
13. CPS Management Structure	6,096,964				6,096,964			6,096,964
14. Agency Operations Support	1,059,472				1,059,472		161,096	1,220,568
15. Human Resources Contract Cost Increase	378,008				378,008			378,008
16. Foster Care Residential Contract Mgmt/Audits	500,000				500,000			500,000
17. Independent Administrator & Evaluation	1,450,388				1,450,388			1,450,388
18. Contract Oversight/Program Quality Assurance	445,681				445,681			445,681
19. Transition of Agency Staff	0				0			0
20. Foster Care Child Passport	0				0			0
TOTAL, CPS REFORM	147,595,803	0	0	0	147,595,803	0	0	147,595,803
Method of Finance								
Economic Stabilization Fund	118,561,405				118,561,405			118,561,405
Federal Funds, Est.	29,034,398				29,034,398			29,034,398
TOTAL, ALL FUNDS	147,595,803	0	0	0	147,595,803	0	0	147,595,803

### **Explanation of Adjustments:**

### Prior Adjustments -

- 1. Transfers all funding for 2% of the general state employee pay raise to the first purpose.
- 2. Transfers all funding for the \$5,000 investigative supplemental pay to the purpose for Salary Package.
- 3. Transfers all funding for mobile caseworker tablet PCs and accessories to the purpose for Technology (Mobile Caseworker).
- 4. Transfers additional mobile caseworker tablet PC funding that was inadvertently omitted from the original Adjustment 3.
- 5. Transfers funds to convert 5 Merge Specialist positions that are no longer needed to IT Operations Support positions due to increased activities in this area.

### **Current Adjustments -**

None Page 1(a)

## DFPS Rider 30 CPS Reform - FY 2007 Detail of Operating Budget Adjustments

		OPERATING BUDGET ADJUSTMENTS										
1	FY 2007	Adj. 1	Adj. 2	Adj. 3	Adj. 4	Adj. 5	Adj. 6	Adj. 7	Total			
1	Revised	Employee	Benefit	Capital	Purchased	Delayed	Federal		Operating	FY 2007		
!	Funding	Pay	Replacement	Budget	Services	Costs	Entitlement	SORM	Budget	Operating		
	Allocation	Raise	Pay	Carryforward	Carryforward	Carryforward	Adjustment	Decrease	Adjustments	Budget		
Purpose Listed in Rider 30	:00 045		104 400	-10.01		- :	(1.570.400)	(10 (04)				
1. Salary/Other Support Costs-Direct Delivery Staff	57,623,015	1,461,021	131,490	112,014		2,407,067	(1,973,433)	(10,691)	2,127,468	59,750,483		
2. Regional Screeners	1,851,821	65,976	13,338	33,743		493,066	(17,452)	(351)	•	2,440,141		
3. Case Records Compliance	483,284	27,249	2,053			411,729	(3,024)	(171)	437,836	921,120		
4. Functional Units for All Stages of Service	26,749,379	388,997	180,075	208,153		1,214,565	768,999	(5,277)	2,755,512	29,504,891		
5. Expanded Training	2,782,359	132,643	18,467	27,159		1,405,962	(19,527)	(428)	1,564,276	4,346,635		
6. Technology (Mobile Caseworker)	8,151,472			5,967,815		440,863	(666,088)	-	5,742,590	13,894,062		
7. Forensic Medical Assessment/Telemedicine	3,804,916			85,000		451,240	-	-	536,240	4,341,156		
8. IMPACT Modifications	2,199,050			2,004,250			(1,060,451)	-	943,799	3,142,849		
9. Purchased Client Services	21,660,111				4,753,991		-	-	4,753,991	26,414,102		
10. Salary Package	10,944,999						-	-	-	10,944,999		
11. Child Safety Specialists	1,064,502	43,481	13,338	16,460		155,146	102,370	(171)	330,624	1,395,126		
12. Diligent Search & Background Check Staff	189,286	14,989	1,026			43,250	(984)	(52)	58,229	247,515		
13. CPS Management Structure	6,096,964	187,551	47,196	9,123		472,676	60,654	(992)	776,208	6,873,172		
14. Agency Operations Support	1,220,568	84,038	8,210	23,044		285,825	(11,098)	(238)	389,781	1,610,349		
15. Human Resources Contract Cost Increase	378,008						-	-	-	378,008		
16. Foster Care Residential Contract Mgmt/Audits	500,000					10,715	-	-	10,715	510,715		
17. Independent Administrator & Evaluation	1,450,388					424,777	-	-	424,777	1,875,165		
18. Contract Oversight/Program Quality Assurance	445,681	13,140	-				(2,087)	(65)	10,988	456,669		
19. Transition of Agency Staff	-						-	-	-	-		
20. Foster Care Child Passport	-					500,000	-	-	500,000	500,000		
TOTAL, CPS REFORM	147,595,803	2,419,085	415,193	8,486,761	4,753,991	8,716,881	(2,822,121)	(18,436)	21,951,354	169,547,157		
Method of Finance												
General Revenue	-	2,035,453	297,076						2,332,529	2,332,529		
Economic Stabilization Fund (ESF)	118,561,405		-	6,715,802	4,753,991	6,884,055		-	18,353,848	136,915,253		
Federal Funds, Est.	29,034,398	383,632	118,117	1,770,959		1,832,826	(2,822,121)	(18,436)	1,264,977	30,299,375		
TOTAL, ALL FUNDS	147,595,803	2,419,085	415,193	8,486,761	4,753,991	8,716,881	(2,822,121)	(18,436)	21,951,354	169,547,157		

### **Explanation of Operating Budget Adjustments:**

- Adjustment 1 General state employee pay raise (no change from prior month's report)
- Adjustment 2 Increased funding for Benefit Replacement Pay (no change from prior month's report)
- Adjustment 3 FY 2006 carryforward for delayed implementation of capital projects (no change from prior month's report)
- Adjustment 4 FY 2006 carryforward for continued purchased client services (no change from prior month's report)
- Adjustment 5 FY 2006 carryforward for delayed costs to be incurred in FY 2007, such as furniture and telecommunication costs (no change from prior month's report)
- Adjustment 6 Adjustment to federal entitlement funding (overall decrease of \$2,822,121 for August 2007)
- Adjustment 7 Adjustment to federal funds for FY 2007 SORM decrease of \$18,436 (no change from prior month)

## DFPS Rider 30 CPS Reform Expenditure Report by Strategy for FY 2007 Status Report as of August 31, 2007

	FY 2007 Appropriated	FY 2007 Funding Allocation	Operating Budget Adjustments	FY 2007 Operating Budget	YTD Expenditures	FY 2007 Projected Expense (Annual)	Variance	FY07 Total Approp FTEs	Annual Phase-In	YTD Ave FTEs Filled
DFPS Strategy										
A.1.1 - Statewide Intake	-	1,807,385	195,820	2,003,205	1,797,092	1,999,568	3,637	55.0	55.0	50.1
A.2.1 - Child & Family Services Direct Delivery	-	94,580,198	(1,017,473)	93,562,725	88,500,585	96,920,608	(3,357,883)	2,194.0	1,835.3	1,888.3
A.2.2 - Child & Family Services Program Support	-	9,647,212	7,411,359	17,058,571	15,216,448	16,732,054	326,517	192.0	180.0	103.3
A.2.3 - TWC Foster Day Care	-	3,582,564	4,566,831	8,149,395	8,457,807	9,711,883	(1,562,488)	-	-	-
A.2.4 - TWC Protective Day Care	-	4,357,999	1,539,317	5,897,316	3,599,522	3,599,522	2,297,794	-	-	-
A.2.5 - Adoption Purchased Services	-	1,000,000	(300,000)	700,000	698,000	700,000	-	-	-	-
A.2.6 - Post Adoption Purchased Services	-	-	160,639	160,639	-	160,639	-	-	-	-
A.2.7 - Preparation for Adult Living (PAL) Services	-	200,000	(7,447)	192,553	60,716	192,553	-	-	-	-
A.2.8 - Substance Abuse Purchased Services	-	1,000,000	2,115,032	3,115,032	2,315,811	3,399,529	(284,497)	-	-	-
A.2.9 - Other CPS Purchased Services	-	14,520,364	(2,150,784)	12,369,580	5,840,950	9,502,639	2,866,941	-	-	-
A.4.1 - Child Care Regulation	-	2,886,731	707,633	3,594,364	3,328,202	3,567,976	26,388	63.0	63.0	63.2
B.1.1 - Central Administration	-	421,354	159,949	581,303	520,185	538,193	43,110	11.0	11.0	14.3
B.1.4 - IT Program Support	-	6,338,627	2,946,447	9,285,074	5,302,379	9,288,328	(3,254)	8.0	8.0	10.0
B.1.5 - Agency-wide Automation Systems	-	6,375,361	5,462,219	11,837,580	8,615,552	11,844,943	(7,363)	-	-	-
C.1.1 - CPS Reform	147,595,803	-	(348,903)	(348,903)	-	-	(348,903)	-	-	-
ннѕс	-	878,008	510,715	1,388,723	878,008	1,388,723	-	-	-	-
TOTAL, CPS REFORM	147,595,803	147,595,803	21,951,354	169,547,157	145,131,259	169,547,158	(1)	2,523.0	2,152.3	2,129.2
Method of Finance										
General Revenue	-	-	2,332,529	2,332,529	-	2,332,529	-			
Economic Stabilization Fund (ESF)	118,561,405	118,561,405	18,353,848	136,915,253	-	136,915,253	-			
Federal Funds, Est.	29,034,398	29,034,398	1,264,977	30,299,375	-	30,299,376	(1)			
TOTAL, ALL FUNDS	147,595,803	147,595,803	21,951,354	169,547,157	-	169,547,158	(1)			

### Explanation of Variances:

Overall, it is anticipated that the FY 2007 Projected Expenditures will total the Operating Budget for CPS Reform. The negative variances for Purposes 1, 4, 6, and 8, due to projected expenditure levels being higher than the operating budget, will be covered by the positive variances in the other purposes. These overexpenditures do not exceed 10 percent.

# **DFPS Rider 30 CPS Reform Expenditure Plan for FY 2007 FTE Detail**

													Annual
	Sept	•		Dec	Jan	Feb	Mar Apr May			Jun Jul Aug			Ave
		Quarter 1			Quarter 2	2	Quarter 3			Quarter 4			
Purpose Listed in Rider 30													
Direct Delivery Staff Phased-in Staffing Plan				-	1,183.0	-	·	1,351.0	-		1,519.0	-	1,266.3
FTEs Filled	1,079.8	1,121.4	1,132.1	1,035.5	1,055.2	1,071.1	1,110.1	1,194.4	1,351.0	1,519.0	1,755.0	1,771.0	1,266.3
2. Regional Screeners Staffing Plan	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
FTEs Filled	37.6	37.8	39.0	39.0	37.7	38.0	40.4	41.0	41.0	41.0	40.5	39.0	39.3
3. Case Records Compliance Staffing Plan		20.0	20.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	16.3
FTEs Filled	12.0	11.5	11.0	11.0	11.0	11.0	10.0	10.0	9.0	10.7	12.0	11.4	10.9
4. Functional Units Phased-in Staffing Plan	477.0	477.0	477.0	571.0	571.0	571.0	665.0	665.0	665.0	758.0	758.0	758.0	617.8
FTEs Filled	543.0	581.7	598.7	496.2	511.0	514.0	530.6	634.1	665.0	758.0	790.0	791.0	617.8
5. Expanded Training Staffing Plan		50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
FTEs Filled	47.0	47.0	45.5	45.7	47.0	47.0	47.0	46.0	45.5	43.1	44.7	44.0	45.8
11. Child Safety Specialists Staffing Plan	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
FTEs Filled		19.7	19.4	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	19.9
12. Diligent Search and Background Check Staffing Plan		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
FTEs Filled	6.0	5.6	6.0	6.0	6.0	6.0	5.0	5.0	6.0	4.9	3.0	2.4	5.2
13. CPS Management Structure Staffing Plan	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0	116.0
FTEs Filled		86.5	88.4	90.5	94.5	94.7	93.7	105.8	105.5	107.3	104.3	104.0	96.5
14. Agency Operations Support Staffing Plan		28.0	28.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	31.8
FTEs Filled	23.0	22.5	24.3	29.6	29.6	26.0	26.3	29.0	28.1	27.3	28.0	28.1	26.8
18. Contract Oversight/Program Quality Assurance Staffing Plan	0.0	0.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	7.5
FTEs Filled		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	3.3	5.2	0.7
19. Transition of Agency Staff Phase-out Plan		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(45.0)	• •	(45.0)	(11.3)
FTEs Filled	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total CPS Reform													
Staffing Plan	1,770.0	1,770.0	1,770.0	2,045.0	2,045.0	2,045.0	2,307.0	2,307.0	2,307.0	2,523.0	2,523.0	2,523.0	2,161.3
FTEs Filled	1,851.7	1,933.7	1,964.2	1,773.4	1,811.9	1,827.8	1,883.1	2,085.2	2,271.0	2,531.4	2,800.8	2,816.1	2,129.2
Percent Achievement of Staffing Plan	105%	109%	111%	87%	89%	89%	82%	90%	98%	100%	111%	112%	97%

## DFPS Rider 30 Report on CPS Recruitment, Retention, and Workload for FY 2007 Status Report as of August 31, 2007

													Annual
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Ave
		Quarter 1			Quarter 2			Quarter 3			Quarter 4		
All Regional CPS Positions	/ 5/5 4	/ F/F 4	/ F/F 4	( 024 4	( 004 4	( 004 4	7.040.4	7.040.4	7.040.4	7.00/.4	7.00/.4	7.00/.4	( 007 0
Quarterly Goal	· ·	6,565.1	6,565.1	6,831.1	6,831.1	6,831.1	7,049.1	7,049.1	7,049.1	7,306.1	7,306.1	7,306.1	6,937.9
Year-to-date Average FTEs Filled	· ·	6,294.4	6,428.1	6,528.4	6,638.4	6,700.5	6,816.5	6,862.7	6,897.6	6,942.5	7,104.1	7,147.0	6,710.0
Attainment of Quarterly Goal	93.8%	95.9%	97.9%	95.6%	97.2%	98.1%	96.7%	97.4%	97.9%	95.0%	97.2%	97.8%	96.7%
Vacancy Rate	6.2%	4.1%	2.1%	4.4%	2.8%	1.9%	3.3%	2.6%	2.1%	5.0%	2.8%	2.2%	3.3%
Average Length of Vacancy (in Days)	76.4	101.8	111.3	121.3	117.1	111.1	104.0	101.8	104.8	96.6	94.9	87.7	102.4
Turnover*	2.2%	1.8%	1.4%	1.4%	1.8%	1.9%	2.2%	2.2%	2.1%	2.4%	2.4%	3.2%	25.0%
All CPS Caseworker Positions													
Quarterly Goal	3,867.0	3,867.0	3,867.0	3,983.0	3,983.0	3,983.0	4,099.0	4,099.0	4,099.0	4,216.0	4,216.0	4,216.0	4,041.3
Year-to-date Average FTEs Filled	3,506.0	3,591.4	3,655.9	3,702.0	3,749.0	3,775.0	3,824.4	3,812.1	3,817.3	3,831.3	3,912.5	3,913.1	3,757.5
Attainment of Quarterly Goal	90.7%	92.9%	94.5%	92.9%	94.1%	94.8%	93.3%	93.0%	93.1%	90.9%	92.8%	92.8%	93.0%
Vacancy Rate	9.3%	7.1%	5.5%	7.1%	5.9%	5.2%	6.7%	7.0%	6.9%	9.1%	7.2%	7.2%	7.0%
Average Length of Vacancy (in Days)	65.5	90.1	104.4	116.4	114.9	107.2	100.3	101.9	107	111	100.3	95.2	101.2
Turnover*	3.1%	2.7%	1.8%	2.0%	2.5%	2.6%	3.4%	3.2%	2.9%	3.3%	3.7%	4.4%	35.6%
	3.170	2.770	1.070	2.070	2.570	2.070	3.470	3.270	2.770	3.370	3.770	4.470	33.070
Year-to-date Average CPS Caseworker													
Terminations													
In 3 months or less (FY 2006)													6.2%
In 3 months or less (FY 2007)													7.5%
Percent Difference													
In 3-6 months (FY 2006)													4.8%
In 3-6 months (FY 2007)													5.5%
Percent Difference													
CPS Average Caseload Per Worker													
Investigation Daily Goal	28.6	31.8	32.4	28.8	27.4	27.6	27.5	29.3	30.3	28.0	25.4	23.9	28.3
Actual	27.8	28.6	28.7	27.5	25.2	23.7	24.4	25.6	25.6	24.8	21.9	20.4	25.4
Family Based Safety Services Daily Goal	22.3	23.1	23.8	23.5	24.1	24.8	25.0	25.7	26.1	26.4	26.7	26.6	24.9
Actual	20.3	20.7	23.6	20.7	24.1	24.6	20.7	20.1	19.7	19.6	19.5	20.6	20.5
Actual	20.3	20.7	21.0	20.7	21.3	21.3	20.7	∠∪. I	17.7	17.0	17.0	20.0	20.3
Substitute Care Daily Goal	47.5	48.1	48.4	46.2	46.5	46.7	45.5	46.0	46.0	46.9	47.1	47.8	46.9
Actual	44.2	44.4	45.1	44.7	43.5	42.1	41.9	41.6	42.4	42.9	42.8	43.2	43.2
Foster and Adoptive Development Daily Goal	24.2	21.4	19.8	19.4	20.3	23.4	24.4	23.5	23.6	22.8	23.0	23.2	22.4
Actual	31.9	31.2	31.9	31.4	30.7	29.6	29.1	28.9	29.2	29.3	29.2	28.5	30.1
* Turnover is reflected as a monthly calcula													

<sup>\*</sup> Turnover is reflected as a monthly calculation. The annual turnover will reflect a cumulative total of all months.