

Vendor Rate Study

Rate Models for  
Harbor Regional Center

- prepared for -

California Department of Developmental Services

- prepared by -

Burns & Associates, A Division of Health Management Associates  
<https://www.healthmanagement.com/about/burns-associates/>

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

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**Personal Supports & Training Services**

|   |     |      |         |
|---|-----|------|---------|
| Personal Assistance                             | 1:1 | Hour | \$37.95 |
|   | 1:2 | Hour | \$21.21 |
|   | 1:3 | Hour | \$15.55 |
| Participant-Directed Personal Assistance        | 1:1 | Hour | \$25.33 |
|   | 1:2 | Hour | \$14.18 |
|   | 1:3 | Hour | \$10.32 |
| Parent Coordinated Personal Assistance          | 1:1 | Hour | \$25.33 |
|   | 1:2 | Hour | \$14.18 |
|   | 1:3 | Hour | \$10.32 |
| Parent Coordinated Personal Assistance, OT Rate | 1:1 | Hour | \$30.30 |
|   | 1:2 | Hour | \$16.67 |
|   | 1:3 | Hour | \$12.12 |
| Independent Living Program                      | 1:1 | Hour | \$55.26 |
|   | 1:2 | Hour | \$31.09 |
|   | 1:3 | Hour | \$22.95 |
| Participant-Directed Independent Living         | 1:1 | Hour | \$25.94 |
|   | 1:2 | Hour | \$14.53 |
|   | 1:3 | Hour | \$10.56 |
| Independent Living Specialist                   | 1:1 | Hour | \$43.30 |
|   | 1:2 | Hour | \$24.38 |
|   | 1:3 | Hour | \$17.88 |
| Parent Coordinated Supported Living             | 1:1 | Hour | \$25.63 |
|   | 1:2 | Hour | \$14.35 |
|   | 1:3 | Hour | \$10.44 |
| Parent Coordinated Supported Living, OT Rate    | 1:1 | Hour | \$30.71 |
|   | 1:2 | Hour | \$16.89 |
|   | 1:3 | Hour | \$12.28 |
| Supported Living Services                       | 1:1 | Hour | \$41.47 |
|   | 1:2 | Hour | \$23.16 |
|   | 1:3 | Hour | \$16.87 |
| Parenting Support Services                      | 1:1 | Hour | \$59.52 |
|   | 1:2 | Hour | \$33.29 |
|   | 1:3 | Hour | \$24.59 |
| Respite   | 1:1 | Hour | \$36.75 |
|   | 1:2 | Hour | \$20.53 |
|   | 1:3 | Hour | \$14.94 |
|   | 1:4 | Hour | \$12.24 |
|   | 1:5 | Hour | \$10.63 |
| Participant-Directed Respite                    | 1:1 | Hour | \$25.33 |
|   | 1:2 | Hour | \$14.18 |
|   | 1:3 | Hour | \$10.32 |
|   | 1:4 | Hour | \$8.45  |
|   | 1:5 | Hour | \$7.35  |
| Participant-Directed Respite, OT Rate           | 1:1 | Hour | \$30.30 |
|   | 1:2 | Hour | \$16.67 |
|   | 1:2 | Hour | \$12.12 |
|   | 1:4 | Hour | \$9.85  |
|   | 1:5 | Hour | \$8.48  |
| Tutor Services                                  | 1:1 | Hour | \$56.84 |
|   | 1:2 | Hour | \$31.99 |
|   | 1:3 | Hour | \$23.62 |
| Housekeeping                                    | 1:1 | Hour | \$34.36 |
|   | 1:2 | Hour | \$18.90 |
|   | 1:3 | Hour | \$13.74 |
| Supplemental Prog. Supp. - Other Svcs           |     | Hour | \$32.39 |

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**Residential Services**

|  |       |       |             |
|--|-------|-------|-------------|
| Residential Facility Serving Adults - Staff Operated; 4 or Less Beds   | Lvl 2 | Month | \$6,780.29  |
|  | Lvl 3 | Month | \$8,448.30  |
|  | Lvl 4 | Month | \$9,882.48  |
|  | Lvl 5 | Month | \$12,304.08 |
|  | Lvl 6 | Month | \$13,761.95 |
| Residential Facility Serving Adults - Staff Operated; 5 or More Beds   | Lvl 2 | Month | \$5,415.86  |
|  | Lvl 3 | Month | \$7,656.10  |
|  | Lvl 4 | Month | \$9,210.94  |
|  | Lvl 5 | Month | \$11,654.46 |
|  | Lvl 6 | Month | \$13,243.60 |
| Residential Facility Serving Children - Staff Operated; 4 or Less Beds | Lvl 2 | Month | \$7,141.97  |
|  | Lvl 3 | Month | \$8,823.60  |
|  | Lvl 4 | Month | \$10,351.39 |
|  | Lvl 5 | Month | \$12,902.01 |
|  | Lvl 6 | Month | \$14,461.80 |
| Residential Facility Serving Children - Staff Operated; 5 or More Beds | Lvl 2 | Month | \$5,683.71  |
|  | Lvl 3 | Month | \$8,004.35  |
|  | Lvl 4 | Month | \$9,653.02  |
|  | Lvl 5 | Month | \$12,237.51 |
|  | Lvl 6 | Month | \$13,928.75 |
| Residential Facility Serving Adults - Owner Operated; 4 or Less Beds   | Lvl 2 | Month | \$5,973.87  |
|  | Lvl 3 | Month | \$6,563.74  |
|  | Lvl 4 | Month | \$9,882.48  |
|  | Lvl 5 | Month | \$12,304.08 |
|  | Lvl 6 | Month | \$13,761.95 |
| Residential Facility Serving Adults - Owner Operated; 5 or More Beds   | Lvl 2 | Month | \$4,832.76  |
|  | Lvl 3 | Month | \$6,293.76  |
|  | Lvl 4 | Month | \$9,210.94  |
|  | Lvl 5 | Month | \$11,654.46 |
|  | Lvl 6 | Month | \$13,243.60 |
| Residential Facility Serving Children - Owner Operated; 4 or Less Beds | Lvl 2 | Month | \$6,335.94  |
|  | Lvl 3 | Month | \$6,952.26  |
|  | Lvl 4 | Month | \$10,351.39 |
|  | Lvl 5 | Month | \$12,902.01 |
|  | Lvl 6 | Month | \$14,461.80 |
| Residential Facility Serving Children - Owner Operated; 5 or More Beds | Lvl 2 | Month | \$5,100.87  |
|  | Lvl 3 | Month | \$6,629.01  |
|  | Lvl 4 | Month | \$9,653.02  |
|  | Lvl 5 | Month | \$12,237.51 |
|  | Lvl 6 | Month | \$13,928.75 |
| Residential Facility Serving Adults or Children                        | Lvl 7 | Month |             |
| ARFPSHN  |       | Month |             |
| Supplemental Residential Prog. Supp.                                   |       | Hour  | \$32.10     |

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**Day Services**

|  |      |      |          |
|--|------|------|----------|
| Day Services   | 1:10 | Hour | \$6.17   |
|  | 1:9  | Hour | \$6.69   |
|  | 1:8  | Hour | \$7.35   |
|  | 1:7  | Hour | \$8.18   |
|  | 1:6  | Hour | \$9.32   |
|  | 1:5  | Hour | \$10.86  |
|  | 1:4  | Hour | \$15.48  |
|  | 1:3  | Hour | \$20.26  |
|  | 1:2  | Hour | \$29.66  |
|  | 1:10 | Day  | \$37.02  |
|  | 1:9  | Day  | \$40.14  |
|  | 1:8  | Day  | \$44.10  |
|  | 1:7  | Day  | \$49.08  |
|  | 1:6  | Day  | \$55.92  |
|  | 1:5  | Day  | \$65.16  |
|  | 1:4  | Day  | \$92.88  |
|  | 1:3  | Day  | \$121.56 |
|  | 1:2  | Day  | \$177.96 |
| Behavioral Day Services                                | 1:3  | Hour | \$33.66  |
|  | 1:2  | Hour | \$44.26  |
|  | 1:3  | Day  | \$201.96 |
|  | 1:2  | Day  | \$265.56 |
| Medical Day Services                                   | 1:3  | Hour | \$38.28  |
|  | 1:2  | Hour | \$50.60  |
|  | 1:3  | Day  | \$229.68 |
|  | 1:2  | Day  | \$303.60 |
| In-home/Mobile Day Program                             | 1:3  | Hour | \$17.06  |
|  | 1:2  | Hour | \$25.39  |
|  | 1:1  | Hour | \$45.61  |
|  | 1:3  | Day  | \$102.36 |
|  | 1:2  | Day  | \$152.34 |
|  | 1:1  | Day  | \$273.66 |
| Participant-Directed Community-Based Training          | 1:3  | Hour | \$10.61  |
|  | 1:2  | Hour | \$14.45  |
|  | 1:1  | Hour | \$26.28  |
| Participant-Directed Community-Based Training, OT Rate | 1:3  | Hour | \$12.38  |
|  | 1:2  | Hour | \$17.03  |
|  | 1:1  | Hour | \$30.96  |
| Supplemental Day Program Support                       |      | Hour | \$32.64  |

**Transportation Services**

|  |         |          |
|--|---------|----------|
| Transportation, Company (All Vehicles, AM/PM)        | Vehicle | \$174.51 |
| Transportation, Company (Small), Non-Ambulatory      | Mile    | \$1.08   |
| Transportation, Company (Small), Non-Ambulatory      | Mile    | \$1.19   |
| Transportation, Company (Medium)                     | Mile    | \$1.93   |
| Transportation, Company (Medium), Non-Ambulatory     | Mile    | \$2.05   |
| Transportation, Company (Large)                      | Mile    | \$2.56   |
| Transportation, Company (Large), Non-Ambulatory      | Mile    | \$2.67   |
| Transportation, Additional Component                 | Trip    | \$16.90  |
| Transportation, Additional Component, Non-Ambulatory | Trip    | \$17.84  |
| Transportation Assistant                             | Hour    | \$34.61  |
| Transportation Broker                                | Month   | \$80.80  |

**Employment Services**

|   |     |      |         |
|---|-----|------|---------|
| Supported Employment-Group                | 1:8 | Hour | \$55.44 |
| Participant-Directed Supported Employment | 1:1 | Hour | \$34.84 |
|   | 1:2 | Hour | \$19.16 |
|   | 1:3 | Hour | \$14.06 |

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|                                       |              |         |
|---------------------------------------|--------------|---------|
| Supported Employment, Job Development | Hour         | \$67.89 |
| Supported Employment, Job Coaching    | Hour         | \$55.44 |
| Work Activity Program                 | 1:35+ Hour   | \$2.81  |
|                                       | 1:30-34 Hour | \$2.93  |
|                                       | 1:25-29 Hour | \$3.22  |
|                                       | 1:20-24 Hour | \$3.63  |
|                                       | 1:15-19 Hour | \$4.24  |
|                                       | 1:10-14 Hour | \$5.41  |
|                                       | 1:9 Hour     | \$6.72  |
|                                       | 1:8 Hour     | \$7.38  |
|                                       | 1:7 Hour     | \$8.23  |
|                                       | 1:6 Hour     | \$9.36  |
|                                       | 1:5 Hour     | \$10.95 |
|                                       | 1:4 Hour     | \$13.36 |

**Professional Services**

|  |          |          |
|--|----------|----------|
| Adaptive Skills Training, Professional | 1:1 Hour | \$143.39 |
|  | 1:2 Hour | \$82.97  |
|  | 1:3 Hour | \$61.67  |
| Adaptive Skills Training, Specialist   | 1:1 Hour | \$105.97 |
|  | 1:2 Hour | \$60.90  |
|  | 1:3 Hour | \$45.93  |
| Behavior Analyst                       | 1:1 Hour | \$145.24 |
|  | 1:2 Hour | \$84.05  |
|  | 1:3 Hour | \$62.47  |
| Associate Behavior Analyst             | 1:1 Hour | \$73.58  |
|  | 1:2 Hour | \$42.28  |
|  | 1:3 Hour | \$31.89  |
| Behavior Management Assistant          | 1:1 Hour | \$73.58  |
|  | 1:2 Hour | \$42.28  |
|  | 1:3 Hour | \$31.89  |
| Behavior Technician - Paraprofessional | 1:1 Hour | \$69.99  |
|  | 1:2 Hour | \$40.21  |
|  | 1:3 Hour | \$30.43  |
| Behavior Management Consultant         | 1:1 Hour | \$87.93  |
|  | 1:2 Hour | \$50.88  |
|  | 1:3 Hour | \$37.81  |

**Specialized Services**

|  |          |          |
|--|----------|----------|
| Specialized Therapeutic Services, Professional, Home and Community-Based | 1:1 Hour | \$143.39 |
|  | 1:2 Hour | \$82.97  |
|  | 1:3 Hour | \$61.67  |
| Specialized Therapeutic Services, Assistant, Home and Community-Based    | 1:1 Hour | \$106.63 |
|  | 1:2 Hour | \$61.29  |
|  | 1:3 Hour | \$46.23  |
| Specialized Therapeutic Services, Professional, Center/Facility-Based    | 1:1 Hour | \$118.94 |
|  | 1:2 Hour | \$68.12  |
|  | 1:3 Hour | \$50.21  |
| Specialized Therapeutic Services, Assistant, Center/Facility-Based       | 1:1 Hour | \$89.69  |
|  | 1:2 Hour | \$51.21  |
|  | 1:3 Hour | \$38.56  |

**Early Start Services**

|   |          |          |
|---|----------|----------|
| Infant Development Program, Early Intervention Specialist, Home and Community-Based | 1:1 Hour | \$107.34 |
|   | 1:2 Hour | \$62.07  |
|   | 1:3 Hour | \$47.10  |
| Infant Development Program, Early Intervention Assistant, Home and Community-Based  | 1:1 Hour | \$73.82  |
|   | 1:2 Hour | \$42.61  |
|   | 1:3 Hour | \$32.11  |

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|   |     |      |          |
|---|-----|------|----------|
| Infant Development Program, Early Intervention Technician, Home and Community-Based | 1:1 | Hour | \$56.31  |
|   | 1:2 | Hour | \$31.61  |
|   | 1:3 | Hour | \$23.43  |
| Infant Development Program, PT/OT/SLP, Home and Community-Based                     | 1:1 | Hour | \$152.51 |
|   | 1:2 | Hour | \$88.46  |
|   | 1:3 | Hour | \$65.67  |
| Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based           | 1:1 | Hour | \$125.15 |
|   | 1:2 | Hour | \$72.60  |
|   | 1:3 | Hour | \$53.91  |
| Infant Development Program, Audiologist, Home and Community-Based                   | 1:1 | Hour | \$165.43 |
|   | 1:2 | Hour | \$95.94  |
|   | 1:3 | Hour | \$71.23  |
| Infant Development Program, Family Therapist, Home and Community-Based              | 1:1 | Hour | \$81.40  |
|   | 1:2 | Hour | \$47.20  |
|   | 1:3 | Hour | \$35.04  |
| Infant Development Program, Registered Nurse, Home and Community-Based              | 1:1 | Hour | \$168.11 |
|   | 1:2 | Hour | \$97.50  |
|   | 1:3 | Hour | \$72.39  |
| Infant Development Program, Licensed Vocational Nurse, Home and Community-Based     | 1:1 | Hour | \$112.01 |
|   | 1:2 | Hour | \$64.98  |
|   | 1:3 | Hour | \$48.26  |
| Infant Development Program, Registered Dietitian, Home and Community-Based          | 1:1 | Hour | \$122.77 |
|   | 1:2 | Hour | \$71.21  |
|   | 1:3 | Hour | \$52.87  |
| Infant Development Program, Social Worker, Home and Community-Based                 | 1:1 | Hour | \$110.03 |
|   | 1:2 | Hour | \$63.81  |
|   | 1:3 | Hour | \$47.38  |
| Infant Development Program, Psychologist, Home and Community-Based                  | 1:1 | Hour | \$154.49 |
|   | 1:2 | Hour | \$89.60  |
|   | 1:3 | Hour | \$66.52  |
| Infant Development Program, Early Intervention Specialist, Center/Facility-Based    | 1:1 | Hour | \$81.64  |
|   | 1:2 | Hour | \$47.19  |
|   | 1:3 | Hour | \$35.78  |
| Infant Development Program, Early Intervention Assistant, Center/Facility-Based     | 1:1 | Hour | \$58.66  |
|   | 1:2 | Hour | \$33.89  |
|   | 1:3 | Hour | \$25.68  |
| Infant Development Program, Early Intervention Technician, Center/Facility-Based    | 1:1 | Hour | \$44.48  |
|   | 1:2 | Hour | \$25.24  |
|   | 1:3 | Hour | \$18.92  |
| Infant Development Program, PT/OT/SLP, Center/Facility-Based                        | 1:1 | Hour | \$121.55 |
|   | 1:2 | Hour | \$70.34  |
|   | 1:3 | Hour | \$52.42  |
| Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based              | 1:1 | Hour | \$98.99  |
|   | 1:2 | Hour | \$57.43  |
|   | 1:3 | Hour | \$42.90  |
| Infant Development Program, Audiologist, Center/Facility-Based                      | 1:1 | Hour | \$132.27 |
|   | 1:2 | Hour | \$76.51  |
|   | 1:3 | Hour | \$57.00  |
| Infant Development Program, Family Therapist, Center/Facility-Based                 | 1:1 | Hour | \$62.48  |
|   | 1:2 | Hour | \$36.36  |
|   | 1:3 | Hour | \$27.24  |
| Infant Development Program, Registered Nurse, Center/Facility-Based                 | 1:1 | Hour | \$134.50 |
|   | 1:2 | Hour | \$77.79  |
|   | 1:3 | Hour | \$57.94  |
| Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based        | 1:1 | Hour | \$88.08  |
|   | 1:2 | Hour | \$51.15  |
|   | 1:3 | Hour | \$38.25  |



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|  |     |      |          |
|--|-----|------|----------|
| Infant Development Program, Registered Dietitian,<br>Center/Facility-Based | 1:1 | Hour | \$96.84  |
|  | 1:2 | Hour | \$56.13  |
|  | 1:3 | Hour | \$41.89  |
| Infant Development Program, Social Worker,<br>Center/Facility-Based        | 1:1 | Hour | \$86.26  |
|  | 1:2 | Hour | \$50.04  |
|  | 1:3 | Hour | \$37.38  |
| Infant Development Program, Psychologist,<br>Center/Facility-Based         | 1:1 | Hour | \$123.18 |
|  | 1:2 | Hour | \$71.28  |
|  | 1:3 | Hour | \$53.12  |

**Excess Mileage**

|   |      |        |
|---|------|--------|
| Personal Assistance                                       | Mile | \$1.64 |
| Supported Living Services                                 | Mile | \$1.69 |
| Respite   | Mile | \$1.59 |
| Supported Employment, Job Development                     | Mile | \$2.07 |
| Supported Employment, Job Coaching                        | Mile | \$1.86 |
| Adaptive Skills Training, Professional                    | Mile | \$3.00 |
| Adaptive Skills Training, Specialist                      | Mile | \$2.56 |
| Behavior Analyst  | Mile | \$3.04 |
| Behavior Management Assistant                             | Mile | \$1.97 |
| Behavior Technician - Paraprofessional                    | Mile | \$1.93 |
| Specialized Therapeutic Services, Professional            | Mile | \$3.00 |
| Specialized Therapeutic Services, Assistant               | Mile | \$2.60 |
| Infant Development Program, Early Intervention Specialist | Mile | \$2.38 |
| Infant Development Program, Early Intervention Assistant  | Mile | \$1.95 |
| Infant Development Program, Early Intervention Technician | Mile | \$1.73 |
| Infant Development Program, PT/OT/SLP                     | Mile | \$3.01 |
| Infant Development Program, PT/OT/SLP Assistant           | Mile | \$2.60 |
| Infant Development Program, Audiologist                   | Mile | \$3.21 |
| Infant Development Program, Family Therapist              | Mile | \$1.89 |
| Infant Development Program, Registered Nurse              | Mile | \$3.25 |
| Infant Development Program, Licensed Vocational Nurse     | Mile | \$2.39 |
| Infant Development Program, Registered Dietitian          | Mile | \$2.54 |
| Infant Development Program, Social Worker                 | Mile | \$2.34 |
| Infant Development Program, Psychologist                  | Mile | \$3.04 |

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**Personal Assistance, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 0.58           | 0.58           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.83          | 28.80          |
|                                      | Productivity Factor   | 1.20           | 1.20           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$27.38</b> | <b>\$27.38</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 60             | 63             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 52             | 54             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$37.70        | \$39.15        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$1.31</b>  | <b>\$1.36</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.92</b>  | <b>\$2.92</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$31.61        | \$31.66        |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.73</b>  | <b>\$1.74</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.55</b>  | <b>\$4.55</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$37.89</b> | <b>\$37.95</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Personal Assistance, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.44          | 28.41          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$27.84</b> | <b>\$27.84</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 60             | 63             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 52             | 54             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$37.70        | \$39.15        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$1.33</b>  | <b>\$1.38</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.96</b>  | <b>\$2.96</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$32.13        | \$32.18        |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.76</b>  | <b>\$1.76</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.62</b>  | <b>\$4.63</b>  |
|                                      | Cost per Billable Hour  | \$38.51        | \$38.57        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$21.18</b> | <b>\$21.21</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Personal Assistance, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 1.16           | 1.16           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.25          | 28.22          |
|                                      | Productivity Factor   | 1.22           | 1.23           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$27.84</b> | <b>\$28.07</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 60             | 63             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 52             | 54             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$37.70        | \$39.15        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$1.33</b>  | <b>\$1.39</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.98</b>  | <b>\$2.98</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$32.15        | \$32.44        |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.77</b>  | <b>\$1.77</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.63</b>  | <b>\$4.67</b>  |
|                                      | Cost per Billable Hour  | \$38.55        | \$38.88        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$15.42</b> | <b>\$15.55</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Personal Assistance, Excess Mileage**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Mile            | Mile            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96         | \$17.96         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%          | 22.25%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%           | 4.83%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82         | \$22.82         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Supervision and Other Employer Time                         | 0.90            | 0.90            |
|                                      | - Training  | 0.67            | 0.67            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 29.99           | 29.99           |
|                                      | Productivity Factor   | 1.15            | 1.15            |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | 26.24           | 26.24           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$786.94</b> | <b>\$786.94</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,150           | 1,150           |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$833.75</b> | <b>\$833.75</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24         | \$25.24         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%          | 20.08%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%           | 4.83%           |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53         | \$31.53         |
|                                      | Weekly Supervisor Cost  | \$1,261.20      | \$1,261.20      |
|                                      | - Number of Direct Care Staff Supervised                      | 15              | 15              |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$84.08</b>  | <b>\$84.08</b>  |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$1,704.77      | \$1,704.77      |
|                                      | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>  | <b>\$50.00</b>  |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$131.18</b> | <b>\$131.04</b> |
| <b>Rate per Mile</b>                 |   | <b>\$1.64</b>   | <b>\$1.64</b>   |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Personal Assistance, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 31.05          | 31.05          |
|                                      | Productivity Factor   | 1.11           | 1.11           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.33</b> | <b>\$25.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.33        | \$25.33        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$25.33</b> | <b>\$25.33</b> |

### Participant-Directed Personal Assistance, 1:2

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.69           | 0.69           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.75          | 30.75          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.79</b> | <b>\$25.79</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.79        | \$25.79        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$25.79        | \$25.79        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.18</b> | <b>\$14.18</b> |

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**Participant-Directed Personal Assistance, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.88           | 0.88           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.56          | 30.56          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.79</b> | <b>\$25.79</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.79        | \$25.79        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$25.79        | \$25.79        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$10.32</b> | <b>\$10.32</b> |



**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Personal Assistance, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 31.05          | 31.05          |
|                                      | Productivity Factor   | 1.11           | 1.11           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.33</b> | <b>\$25.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.33        | \$25.33        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$25.33</b> | <b>\$25.33</b> |

### Parent Coordinated Personal Assistance, 1:2

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.69           | 0.69           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.75          | 30.75          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.79</b> | <b>\$25.79</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.79        | \$25.79        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$25.79        | \$25.79        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.18</b> | <b>\$14.18</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Personal Assistance, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.88           | 0.88           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.56          | 30.56          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.79</b> | <b>\$25.79</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.79        | \$25.79        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$25.79        | \$25.79        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$10.32</b> | <b>\$10.32</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Personal Assistance, 1:1 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$30.30</b> | <b>\$30.30</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Personal Assistance, 1:2 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.30        | \$30.30        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$16.67</b> | <b>\$16.67</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Personal Assistance, 1:3 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.30        | \$30.30        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$12.12</b> | <b>\$12.12</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Program, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.70          | 26.58          |
|                                      | Productivity Factor   | 1.30           | 1.30           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$38.27</b> | <b>\$38.27</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.53</b>  | <b>\$3.74</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.72</b>  | <b>\$4.74</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$46.52        | \$46.75        |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.87</b>  | <b>\$1.88</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.60</b>  | <b>\$6.63</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$54.99</b> | <b>\$55.26</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Program, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 1.54           | 1.53           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.13          | 26.02          |
|                                      | Productivity Factor   | 1.32           | 1.33           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$38.86</b> | <b>\$39.16</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.61</b>  | <b>\$3.82</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.83</b>  | <b>\$4.85</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$47.30        | \$47.83        |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.91</b>  | <b>\$1.92</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.71</b>  | <b>\$6.78</b>  |
| Cost per Billable Hour               |   | \$55.92        | \$56.53        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$30.76</b> | <b>\$31.09</b> |



**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Program, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|   | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|   | - Recordkeeping and Reporting                                 | 1.94           | 1.93           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 25.73          | 25.62          |
|   | Productivity Factor   | 1.34           | 1.35           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$39.45</b> | <b>\$39.74</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.66</b>  | <b>\$3.88</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|   | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$4.90</b>  | <b>\$4.92</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$48.01        | \$48.54        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.94</b>  | <b>\$1.95</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.81</b>  | <b>\$6.89</b>  |
| Cost per Billable Hour                                      |   | \$56.76        | \$57.38        |
| - Rate Premium  |   | 20%            | 20%            |
| - Number of Individuals Served                              |   | 3              | 3              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$22.70</b> | <b>\$22.95</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Independent Living, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.37        | \$23.37        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 31.05          | 31.05          |
|                                      | Productivity Factor   | 1.11           | 1.11           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.94</b> | <b>\$25.94</b> |
|                                      |   |                |                |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.94        | \$25.94        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$25.94</b> | <b>\$25.94</b> |

### Participant-Directed Independent Living, 1:2

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.37        | \$23.37        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.69           | 0.69           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.75          | 30.75          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.41</b> | <b>\$26.41</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.41        | \$26.41        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.41        | \$26.41        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.53</b> | <b>\$14.53</b> |

### Participant-Directed Independent Living, 1:3

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.37        | \$23.37        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.88           | 0.88           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.56          | 30.56          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.41</b> | <b>\$26.41</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.41        | \$26.41        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.41        | \$26.41        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$10.56</b> | <b>\$10.56</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Specialist, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.60          | 27.48          |
|                                      | Productivity Factor   | 1.25           | 1.26           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$36.80</b> | <b>\$37.09</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.41</b>  | <b>\$3.61</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$40.21        | \$40.70        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.57</b>  | <b>\$2.60</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$42.78</b> | <b>\$43.30</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Specialist, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 1.54           | 1.53           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.03          | 26.92          |
|                                      | Productivity Factor   | 1.28           | 1.29           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$37.68</b> | <b>\$37.98</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.49</b>  | <b>\$3.69</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$41.17        | \$41.67        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.63</b>  | <b>\$2.66</b>  |
|                                      | Cost per Billable Hour  | \$43.80        | \$44.33        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$24.09</b> | <b>\$24.38</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Independent Living Specialist, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$23.84        | \$23.84        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.65%         | 18.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$29.44        | \$29.44        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 1.94           | 1.93           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.63          | 26.52          |
|                                      | Productivity Factor   | 1.30           | 1.30           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$38.27</b> | <b>\$38.27</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.54</b>  | <b>\$3.75</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$41.81        | \$42.02        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.67</b>  | <b>\$2.68</b>  |
| Cost per Billable Hour               |   | \$44.48        | \$44.70        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$17.79</b> | <b>\$17.88</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Supported Living, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 31.05          | 31.05          |
|                                      | Productivity Factor   | 1.11           | 1.11           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.63</b> | <b>\$25.63</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.63        | \$25.63        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$25.63</b> | <b>\$25.63</b> |



## Parent Coordinated Supported Living, 1:2

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.69           | 0.69           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.75          | 30.75          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.09</b> | <b>\$26.09</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.09        | \$26.09        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.09        | \$26.09        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.35</b> | <b>\$14.35</b> |

### Parent Coordinated Supported Living, 1:3

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.88           | 0.88           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.56          | 30.56          |
| Productivity Factor                  | 1.13  | 1.13           |                |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.09</b> | <b>\$26.09</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.09        | \$26.09        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.09        | \$26.09        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$10.44</b> | <b>\$10.44</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Supported Living, 1:1 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.71        | \$30.71        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.71        | \$30.71        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$30.71</b> | <b>\$30.71</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Supported Living, 1:2 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.71        | \$30.71        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.71        | \$30.71        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.71        | \$30.71        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$16.89</b> | <b>\$16.89</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Parent Coordinated Supported Living, 1:3 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.71        | \$30.71        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.71        | \$30.71        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.71        | \$30.71        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$12.28</b> | <b>\$12.28</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Supported Living Services, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time                | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                                 | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)                 | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$23.09        | \$23.09        |
|                                      | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (payroll taxes only)                    | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.71        | \$30.71        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.47        | \$23.47        |
|                                      | <i>Productivity Adjustments</i>                                 |                |                |
|                                      | Total Hours   | 36.35          | 36.35          |
|                                      | - Travel Time Between Individuals                               | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                   | 0.58           | 0.58           |
|                                      | - Supervision and Other Employer Time                           | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.58          | 30.55          |
|                                      | Productivity Factor   | 1.19           | 1.19           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>     | <b>\$27.93</b> | <b>\$27.93</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                     | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff           | 86             | 90             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$62.35        | \$65.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                           | <b>\$2.04</b>  | <b>\$2.14</b>  |
| Supervision                          | - Supervisor Hourly Wage  | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                       | \$31.53        | \$31.53        |
|                                      | - Supervisor Hourly Overtime Wage (time-and-a-half)             | \$37.86        | \$37.86        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Overtime Cost (wages + benefits)              | \$42.58        | \$42.58        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Supervisor Cost                         | \$32.08        | \$32.08        |
|                                      | Weekly Supervision Cost   | \$1,346.36     | \$1,346.36     |
| Staff Meal Costs                     | - Number of Direct Care Staff Supervised                        | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                       | <b>\$4.40</b>  | <b>\$4.41</b>  |
|                                      | Cost of Food per Person per Year                                | \$3,240.00     | \$3,240.00     |
|                                      | - Meal Cost per Week (Annual ÷ 52)                              | \$62.31        | \$62.31        |
|                                      | - Cost per Meal (Week ÷ 21)                                     | \$2.97         | \$2.97         |
|                                      | Billable Hours  | 30.58          | 30.55          |
|                                      | - Number of Meals (one meal per 8-Hour shift)                   | 3.82           | 3.82           |
|                                      | - Cost of Meals   | \$11.35        | \$11.35        |
|                                      | <b>Staff Meal Cost per Billable Hour</b>                        | <b>\$0.37</b>  | <b>\$0.37</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Supported Living Services, 1:1**

|                                |   | Base Model     | Harbor         |
|--------------------------------|---|----------------|----------------|
| Unit of Service                |   | Hour           | Hour           |
| Admin. and Prog.<br>Operations | Cost per Hour, Before Program Operations and Administration | \$34.74        | \$34.85        |
|                                | - Daily Program Operations Costs                            | \$10.00        | \$10.00        |
|                                | <b>Program Operations Cost per Billable Hour</b>            | <b>\$1.64</b>  | <b>\$1.64</b>  |
|                                | - Administration Percent                                    | 12.0%          | 12.0%          |
|                                | <b>Administration Cost per Billable Hour</b>                | <b>\$4.96</b>  | <b>\$4.98</b>  |
|                                | <b>Rate per Billable Hour</b>                               | <b>\$41.34</b> | <b>\$41.47</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Supported Living Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time                | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                                 | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)                 | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$23.09        | \$23.09        |
|                                      | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (payroll taxes only)                    | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.71        | \$30.71        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.47        | \$23.47        |
|                                      | <i>Productivity Adjustments</i>                                 |                |                |
|                                      | Total Hours   | 36.35          | 36.35          |
|                                      | - Travel Time Between Individuals                               | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                   | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                           | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.19          | 30.16          |
|                                      | Productivity Factor   | 1.20           | 1.21           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>     | <b>\$28.16</b> | <b>\$28.40</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                     | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff           | 86             | 90             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$62.35        | \$65.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                           | <b>\$2.07</b>  | <b>\$2.16</b>  |
| Supervision                          | - Supervisor Hourly Wage  | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                       | \$31.53        | \$31.53        |
|                                      | - Supervisor Hourly Overtime Wage (time-and-a-half)             | \$37.86        | \$37.86        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Overtime Cost (wages + benefits)              | \$42.58        | \$42.58        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Supervisor Cost                         | \$32.08        | \$32.08        |
| Staff Meal Costs                     | Weekly Supervision Cost   | \$1,346.36     | \$1,346.36     |
|                                      | - Number of Direct Care Staff Supervised                        | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                       | <b>\$4.46</b>  | <b>\$4.46</b>  |
|                                      | Cost of Food per Person per Year                                | \$3,240.00     | \$3,240.00     |
|                                      | - Meal Cost per Week (Annual ÷ 52)                              | \$62.31        | \$62.31        |
|                                      | - Cost per Meal (Week ÷ 21)                                     | \$2.97         | \$2.97         |
|                                      | Billable Hours  | 30.19          | 30.16          |
|                                      | - Number of Meals (one meal per 8-Hour shift)                   | 3.77           | 3.77           |
| Staff Meal Costs                     | - Cost of Meals   | \$11.20        | \$11.20        |
|                                      | <b>Staff Meal Cost per Billable Hour</b>                        | <b>\$0.37</b>  | <b>\$0.37</b>  |



**DDS Vendor Rate Study - Rate Models**  
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**Supported Living Services, 1:2**

|                                |   | Base Model     | Harbor         |
|--------------------------------|---|----------------|----------------|
| Unit of Service                |   | Hour           | Hour           |
| Admin. and Prog.<br>Operations | Cost per Hour, Before Program Operations and Administration | \$35.06        | \$35.39        |
|                                | - Daily Program Operations Costs                            | \$10.00        | \$10.00        |
|                                | <b>Program Operations Cost per Billable Hour</b>            | <b>\$1.66</b>  | <b>\$1.66</b>  |
|                                | - Administration Percent                                    | 12.0%          | 12.0%          |
|                                | <b>Administration Cost per Billable Hour</b>                | <b>\$5.01</b>  | <b>\$5.05</b>  |
|                                | Cost per Billable Hour                                      | \$41.73        | \$42.10        |
|                                | - Rate Premium  | 10%            | 10%            |
|                                | - Number of Individuals Served                              | 2              | 2              |
| <b>Rate per Billable Hour</b>  |   | <b>\$22.95</b> | <b>\$23.16</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Living Services, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time                | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                                 | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)                 | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$23.09        | \$23.09        |
|                                      | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (payroll taxes only)                    | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.71        | \$30.71        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.47        | \$23.47        |
|                                      | <i>Productivity Adjustments</i>                                 |                |                |
|                                      | Total Hours   | 36.35          | 36.35          |
|                                      | - Travel Time Between Individuals                               | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                   | 1.17           | 1.17           |
|                                      | - Supervision and Other Employer Time                           | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.96          |
|                                      | Productivity Factor   | 1.21           | 1.21           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>     | <b>\$28.40</b> | <b>\$28.40</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                     | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff           | 86             | 90             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$62.35        | \$65.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                           | <b>\$2.08</b>  | <b>\$2.18</b>  |
| Supervision                          | - Supervisor Hourly Wage  | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                       | \$31.53        | \$31.53        |
|                                      | - Supervisor Hourly Overtime Wage (time-and-a-half)             | \$37.86        | \$37.86        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Overtime Cost (wages + benefits)              | \$42.58        | \$42.58        |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%          | 5.00%          |
|                                      | Weighted Average Hourly Supervisor Cost                         | \$32.08        | \$32.08        |
|                                      | Weekly Supervision Cost   | \$1,346.36     | \$1,346.36     |
| Staff Meal Costs                     | - Number of Direct Care Staff Supervised                        | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                       | <b>\$4.49</b>  | <b>\$4.49</b>  |
|                                      | Cost of Food per Person per Year                                | \$3,240.00     | \$3,240.00     |
|                                      | - Meal Cost per Week (Annual ÷ 52)                              | \$62.31        | \$62.31        |
|                                      | - Cost per Meal (Week ÷ 21)                                     | \$2.97         | \$2.97         |
|                                      | Billable Hours  | 29.99          | 29.96          |
|                                      | - Number of Meals (one meal per 8-Hour shift)                   | 3.75           | 3.75           |
| Staff Meal Costs                     | - Cost of Meals   | \$11.14        | \$11.14        |
|                                      | <b>Staff Meal Cost per Billable Hour</b>                        | <b>\$0.37</b>  | <b>\$0.37</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Living Services, 1:3**

|                                |   | Base Model     | Harbor         |
|--------------------------------|---|----------------|----------------|
| Unit of Service                |   | Hour           | Hour           |
| Admin. and Prog.<br>Operations | Cost per Hour, Before Program Operations and Administration | \$35.34        | \$35.44        |
|                                | - Daily Program Operations Costs                            | \$10.00        | \$10.00        |
|                                | <b>Program Operations Cost per Billable Hour</b>            | <b>\$1.67</b>  | <b>\$1.67</b>  |
|                                | - Administration Percent                                    | 12.0%          | 12.0%          |
|                                | <b>Administration Cost per Billable Hour</b>                | <b>\$5.05</b>  | <b>\$5.06</b>  |
|                                | Cost per Billable Hour                                      | \$42.06        | \$42.17        |
|                                | - Rate Premium  | 20%            | 20%            |
|                                | - Number of Individuals Served                              | 3              | 3              |
|                                | <b>Rate per Billable Hour</b>                               | <b>\$16.82</b> | <b>\$16.87</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Living Services, Excess Mileage**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Mile            | Mile            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|                                      | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%           | 4.83%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$23.09         | \$23.09         |
|                                      | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|                                      | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%           | 4.83%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.71         | \$30.71         |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|                                      | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.47         | \$23.47         |
|                                      | <i>Productivity Adjustments</i>                                 |                 |                 |
|                                      | Total Hours   | 36.35           | 36.35           |
|                                      | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|                                      | - Training  | 0.67            | 0.67            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 31.74           | 31.74           |
|                                      | Productivity Factor   | 1.15            | 1.15            |
|                                      | Staff Cost After Productivity Adj. per Billable Hour            | \$26.99         | \$26.99         |
|                                      | <b>Weekly Staff Cost</b>  | <b>\$856.66</b> | <b>\$856.66</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                     | 1,250           | 1,250           |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | <b>Weekly Mileage Cost</b>                                      | <b>\$906.25</b> | <b>\$906.25</b> |
| Supervision                          | - Supervisor Hourly Wage  | \$25.24         | \$25.24         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 20.08%          | 20.08%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%           | 4.83%           |
|                                      | Hourly Supervisor Cost (wages + benefits)                       | \$31.53         | \$31.53         |
|                                      | - Supervisor Hourly OT Wage                                     | \$37.86         | \$37.86         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)               | 7.65%           | 7.65%           |
|                                      | - Workers' Compensation Rate (as a percent of wages)            | 4.83%           | 4.83%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$42.58         | \$42.58         |
|                                      | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|                                      | Weighted Average Hourly Supervisor Cost                         | \$32.08         | \$32.08         |
|                                      | Weekly Supervision Cost   | \$1,346.36      | \$1,346.36      |
| Staff Meal Costs                     | - Number of Direct Care Staff Supervised                        | 10              | 10              |
|                                      | <b>Weekly Supervision Cost</b>                                  | <b>\$134.64</b> | <b>\$134.64</b> |
|                                      | Cost of Food per Person per Year                                | \$3,240.00      | \$3,240.00      |
|                                      | - Meal Cost per Week (Annual ÷ 52)                              | \$62.31         | \$62.31         |
|                                      | - Cost per Meal (Week ÷ 21)                                     | \$2.97          | \$2.97          |
|                                      | Billable Hours  | 31.74           | 31.74           |
|                                      | - Number of Meals (one meal per 8-Hour shift)                   | 3.97            | 3.97            |
|                                      | <b>Weekly Staff Meal Cost</b>                                   | <b>\$11.79</b>  | <b>\$11.79</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Living Services, Excess Mileage**

|                                   |   | Base Model      | Harbor          |
|-----------------------------------|---|-----------------|-----------------|
| Admin. and<br>Prog.<br>Operations | Unit of Service   | Mile            | Mile            |
|                                   | Cost per Week, Before Program Operations and Administration | \$1,909.34      | \$1,909.34      |
|                                   | - Daily Program Operations Costs                            | <b>\$10.00</b>  | <b>\$10.00</b>  |
|                                   | <b>Weekly Program Operations Cost</b>                       | <b>\$50.00</b>  | <b>\$50.00</b>  |
|                                   | <b>Weekly Administration Cost</b>                           | <b>\$151.68</b> | <b>\$152.14</b> |
|                                   | <b>Rate per Mile</b>  | <b>\$1.69</b>   | <b>\$1.69</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Parenting Support Services, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$30.97        | \$30.97        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.12%         | 16.12%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$37.46        | \$37.46        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 1.16           | 1.22           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.06          | 28.00          |
|                                      | Productivity Factor   | 1.23           | 1.24           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$46.08</b> | <b>\$46.45</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.25</b>  | <b>\$2.36</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$48.33        | \$48.81        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.56</b>  | <b>\$3.57</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.08</b>  | <b>\$7.14</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$58.97</b> | <b>\$59.52</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Parenting Support Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$30.97        | \$30.97        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.12%         | 16.12%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$37.46        | \$37.46        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 1.16           | 1.22           |
|                                      | - Recordkeeping and Reporting                                 | 1.35           | 1.35           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.48          | 27.42          |
|                                      | Productivity Factor   | 1.26           | 1.26           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$47.20</b> | <b>\$47.20</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.30</b>  | <b>\$2.41</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$49.50        | \$49.61        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.64</b>  | <b>\$3.65</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.25</b>  | <b>\$7.26</b>  |
| Cost per Billable Hour               |   | \$60.39        | \$60.52        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$33.21</b> | <b>\$33.29</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Parenting Support Services, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$30.97        | \$30.97        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.12%         | 16.12%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$37.46        | \$37.46        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 1.16           | 1.22           |
|                                      | - Recordkeeping and Reporting                                 | 1.74           | 1.74           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.09          | 27.03          |
|                                      | Productivity Factor   | 1.28           | 1.28           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$47.95</b> | <b>\$47.95</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.33</b>  | <b>\$2.44</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$50.28        | \$50.39        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.69</b>  | <b>\$3.70</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.36</b>  | <b>\$7.38</b>  |
| Cost per Billable Hour               |   | \$61.33        | \$61.47        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$24.53</b> | <b>\$24.59</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Respite, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.02          | 28.99          |
|                                      | Productivity Factor   | 1.19           | 1.19           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$27.16</b> | <b>\$27.16</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.17</b>  | <b>\$2.28</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.90</b>  | <b>\$2.90</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$32.23        | \$32.34        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.40</b>  | <b>\$4.41</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$36.63</b> | <b>\$36.75</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Respite, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|   | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|   | - Recordkeeping and Reporting                                 | 0.68           | 0.68           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 28.73          | 28.70          |
|   | Productivity Factor   | 1.20           | 1.21           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$27.38</b> | <b>\$27.61</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.20</b>  | <b>\$2.30</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|   | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|   | - Number of Direct Care Staff Supervised                      | 15             | 15             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$2.93</b>  | <b>\$2.93</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$32.51        | \$32.84        |
|   | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.43</b>  | <b>\$4.48</b>  |
| Cost per Billable Hour                                      |   | \$36.94        | \$37.32        |
| - Rate Premium  |   | 10%            | 10%            |
| - Number of Individuals Served                              |   | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$20.32</b> | <b>\$20.53</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Respite, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|   | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|   | - Recordkeeping and Reporting                                 | 0.86           | 0.86           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 28.55          | 28.52          |
|   | Productivity Factor   | 1.21           | 1.21           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$27.61</b> | <b>\$27.61</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.21</b>  | <b>\$2.31</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|   | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|   | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|   | - Number of Direct Care Staff Supervised                      | 15             | 15             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$2.95</b>  | <b>\$2.95</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$32.77        | \$32.87        |
|   | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.47</b>  | <b>\$4.48</b>  |
| Cost per Billable Hour                                      |   | \$37.24        | \$37.35        |
| - Rate Premium  |   | 20%            | 20%            |
| - Number of Individuals Served                              |   | 3              | 3              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$14.90</b> | <b>\$14.94</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Respite, 1:4**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 1.05           | 1.05           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.36          | 28.33          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$27.84</b> | <b>\$27.84</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.22</b>  | <b>\$2.33</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.96</b>  | <b>\$2.97</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$33.02        | \$33.14        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.50</b>  | <b>\$4.52</b>  |
|                                      | Cost per Billable Hour  | \$37.52        | \$37.66        |
|                                      | - Rate Premium  | 30%            | 30%            |
|                                      | - Number of Individuals Served                                | 4              | 4              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$12.19</b> | <b>\$12.24</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Respite, 1:5**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 0.58           | 0.61           |
|                                      | - Recordkeeping and Reporting                                 | 1.24           | 1.24           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.17          | 28.14          |
|                                      | Productivity Factor   | 1.23           | 1.23           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.07</b> | <b>\$28.07</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.24</b>  | <b>\$2.34</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 15             | 15             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$2.98</b>  | <b>\$2.99</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$33.29        | \$33.40        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$4.54</b>  | <b>\$4.55</b>  |
|                                      | Cost per Billable Hour  | \$37.83        | \$37.95        |
|                                      | - Rate Premium  | 40%            | 40%            |
|                                      | - Number of Individuals Served                                | 5              | 5              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$10.59</b> | <b>\$10.63</b> |

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**Respite, Excess Mileage**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Mile            | Mile            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96         | \$17.96         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%          | 22.25%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%           | 4.83%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82         | \$22.82         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Supervision and Other Employer Time                         | 0.90            | 0.90            |
|                                      | - Training  | 0.67            | 0.67            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 29.99           | 29.99           |
|                                      | Productivity Factor   | 1.15            | 1.15            |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | 26.24           | 26.24           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$786.94</b> | <b>\$786.94</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,150           | 1,150           |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$833.75</b> | <b>\$833.75</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24         | \$25.24         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%          | 20.08%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%           | 4.83%           |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53         | \$31.53         |
|                                      | Weekly Supervision Cost                                       | \$1,261.20      | \$1,261.20      |
|                                      | - Number of Direct Care Staff Supervised                      | 15              | 15              |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$84.08</b>  | <b>\$84.08</b>  |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$1,704.77      | \$1,704.77      |
|                                      | - Daily Program Operations Costs                              | \$0.00          | \$0.00          |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$0.00</b>   | <b>\$0.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$127.69</b> | <b>\$127.85</b> |
| <b>Rate per Mile</b>                 |   | <b>\$1.59</b>   | <b>\$1.59</b>   |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Respite, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.39           | 0.39           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 31.05          | 31.05          |
|                                      | Productivity Factor   | 1.11           | 1.11           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.33</b> | <b>\$25.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.33        | \$25.33        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$25.33</b> | <b>\$25.33</b> |

### Participant-Directed Respite, 1:2

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.69           | 0.69           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.75          | 30.75          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$25.79</b> | <b>\$25.79</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$25.79        | \$25.79        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$25.79        | \$25.79        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.18</b> | <b>\$14.18</b> |



### Participant-Directed Respite, 1:3

February 9, 2026

### Participant-Directed Respite, 1:4

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 1.01           | 1.01           |
|                                      | - Training  | 0.29           | 0.29           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.26          | 30.26          |
| Productivity Factor                  | 1.14  | 1.14           |                |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.01</b> | <b>\$26.01</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.01        | \$26.01        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.01        | \$26.01        |
|                                      | - Rate Premium  | 30%            | 30%            |
|                                      | - Number of Individuals Served                                | 4              | 4              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$8.45</b>  | <b>\$8.45</b>  |

### Participant-Directed Respite, 1:5

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 1.27           | 1.27           |
|                                      | - Training  | 0.29           | 0.29           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.00          | 30.00          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.24</b> | <b>\$26.24</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.24        | \$26.24        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$26.24        | \$26.24        |
|                                      | - Rate Premium  | 40%            | 40%            |
|                                      | - Number of Individuals Served                                | 5              | 5              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$7.35</b>  | <b>\$7.35</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Respite, 1:1 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$30.30</b> | <b>\$30.30</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Participant-Directed Respite, 1:2 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.30        | \$30.30        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$16.67</b> | <b>\$16.67</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Respite, 1:3 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94        | \$26.94        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30        | \$30.30        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30        | \$30.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.30        | \$30.30        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$12.12</b> | <b>\$12.12</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Respite, 1:4 - Overtime**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94       | \$26.94       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%         | 7.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%         | 4.83%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30       | \$30.30       |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30       | \$30.30       |
|                                      | - Daily Program Operations Costs                              | \$0.00        | \$0.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b> | <b>\$0.00</b> |
|                                      | - Administration Percent                                      | 0.0%          | 0.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b> | <b>\$0.00</b> |
| Cost per Billable Hour               |   | \$30.30       | \$30.30       |
| - Rate Premium                       |   | 30%           | 30%           |
| - Number of Individuals Served       |   | 4             | 4             |
| <b>Rate per Billable Hour</b>        |   | <b>\$9.85</b> | <b>\$9.85</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Participant-Directed Respite, 1:5 - Overtime**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$26.94       | \$26.94       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%         | 7.65%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%         | 4.83%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.30       | \$30.30       |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.30       | \$30.30       |
|                                      | - Daily Program Operations Costs                              | \$0.00        | \$0.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b> | <b>\$0.00</b> |
|                                      | - Administration Percent                                      | 0.0%          | 0.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b> | <b>\$0.00</b> |
| Cost per Billable Hour               |   | \$30.30       | \$30.30       |
| - Rate Premium                       |   | 40%           | 40%           |
| - Number of Individuals Served       |   | 5             | 5             |
| <b>Rate per Billable Hour</b>        |   | <b>\$8.48</b> | <b>\$8.48</b> |



**DDS Vendor Rate Study - Rate Models**  
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**Tutor Services, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$28.58        | \$28.58        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.83%         | 16.83%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 0.80%          | 0.80%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.62        | \$33.62        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.35          | 27.23          |
|                                      | Productivity Factor   | 1.27           | 1.27           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$42.70</b> | <b>\$42.70</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.45</b>  | <b>\$3.65</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$46.15        | \$46.35        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.66</b>  | <b>\$3.67</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.79</b>  | <b>\$6.82</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$56.60</b> | <b>\$56.84</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Tutor Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$28.58        | \$28.58        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.83%         | 16.83%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 0.80%          | 0.80%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.62        | \$33.62        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 1.35           | 1.34           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.77          | 26.66          |
|                                      | Productivity Factor   | 1.29           | 1.30           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$43.37</b> | <b>\$43.71</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.52</b>  | <b>\$3.73</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$46.89        | \$47.44        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.74</b>  | <b>\$3.75</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.90</b>  | <b>\$6.98</b>  |
|                                      | Cost per Billable Hour  | \$57.53        | \$58.17        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$31.64</b> | <b>\$31.99</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Tutor Services, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$28.58        | \$28.58        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.83%         | 16.83%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 0.80%          | 0.80%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.62        | \$33.62        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|                                      | - Recordkeeping and Reporting                                 | 1.74           | 1.73           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.38          | 26.27          |
|                                      | Productivity Factor   | 1.31           | 1.32           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$44.04</b> | <b>\$44.38</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.57</b>  | <b>\$3.78</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$47.61        | \$48.16        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.79</b>  | <b>\$3.81</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.01</b>  | <b>\$7.09</b>  |
| Cost per Billable Hour               |   | \$58.41        | \$59.06        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$23.36</b> | <b>\$23.62</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Housekeeping, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.85        | \$18.85        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.57%         | 21.57%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.83        | \$23.83        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.37           | 2.49           |
|                                      | - Supervision and Other Employer Time                         | 0.46           | 0.46           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.73          | 28.61          |
|                                      | Productivity Factor   | 1.20           | 1.21           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.60</b> | <b>\$28.83</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.28</b>  | <b>\$3.47</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$31.88        | \$32.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.03</b>  | <b>\$2.06</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$33.91</b> | <b>\$34.36</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Housekeeping, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.85        | \$18.85        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.57%         | 21.57%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.83        | \$23.83        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.37           | 2.49           |
|                                      | - Supervision and Other Employer Time                         | 0.46           | 0.46           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.73          | 28.61          |
|                                      | Productivity Factor   | 1.20           | 1.21           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.60</b> | <b>\$28.83</b> |
|                                      |   |                |                |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.28</b>  | <b>\$3.47</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$31.88        | \$32.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.03</b>  | <b>\$2.06</b>  |
|                                      | Cost per Billable Hour  | \$33.91        | \$34.36        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$18.65</b> | <b>\$18.90</b> |
|                                      |   |                |                |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Housekeeping, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.85        | \$18.85        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.57%         | 21.57%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.83        | \$23.83        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 2.37           | 2.49           |
|                                      | - Supervision and Other Employer Time                         | 0.46           | 0.46           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.73          | 28.61          |
|                                      | Productivity Factor   | 1.20           | 1.21           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.60</b> | <b>\$28.83</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.28</b>  | <b>\$3.47</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$31.88        | \$32.30        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.03</b>  | <b>\$2.06</b>  |
| Cost per Billable Hour               |   | \$33.91        | \$34.36        |
| - Rate Premium                       |   | 20%            | 20%            |
| - Number of Individuals Served       |   | 3              | 3              |
| <b>Rate per Billable Hour</b>        |   | <b>\$13.56</b> | <b>\$13.74</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supplemental Prog. Supp. - Other Svcs**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.82        | \$22.82        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.99          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.24</b> | <b>\$26.24</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.21</b>  | <b>\$4.21</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.45        | \$30.45        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.94</b>  | <b>\$1.94</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$32.39</b> | <b>\$32.39</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Overnight Hours</i>  |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$16.90         | \$16.90         |
|   | - Employee Benefit Rate   | 23.17%          | 23.17%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost (wages + benefits)                            | \$21.43         | \$21.43         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 168.0           | 168.0           |
|   | - Offset for Overnight Hours                                    | (56.0)          | (56.0)          |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (42.0)          | (42.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 3.5             | 3.5             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$393.65</b> | <b>\$393.65</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
| Mileage   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 126               | 126               |
|                                | - Weekly 8-Hour Shifts                                     | 15.8              | 15.8              |
|                                | - Weekly Staff Meal Costs                                  | \$47.40           | \$47.40           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$11.85</b>    | <b>\$11.85</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,008.14        | \$1,009.95        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$147.02</b>   | <b>\$147.27</b>   |
|                                | Total Cost per Participant per Week                        | \$1,225.16        | \$1,227.22        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$5,327.26</b> | <b>\$5,336.22</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$6,771.33</b> | <b>\$6,780.29</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 180.0           | 180.0           |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (21.0)          | (21.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 25.8            | 25.8            |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$690.15</b> | <b>\$690.15</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
| Mileage   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 159               | 159               |
|                                | - Weekly 8-Hour Shifts                                     | 19.9              | 19.9              |
|                                | - Weekly Staff Meal Costs                                  | \$59.70           | \$59.70           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$14.93</b>    | <b>\$14.93</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,345.40        | \$1,347.53        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$193.01</b>   | <b>\$193.30</b>   |
|                                | Total Cost per Participant per Week                        | \$1,608.41        | \$1,610.83        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$6,993.71</b> | <b>\$7,004.23</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$8,437.78</b> | <b>\$8,448.30</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
| Unit of Service                                     |   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 220.0           | 220.0           |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (21.0)          | (21.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 35.8            | 35.8            |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$957.65</b> | <b>\$957.65</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 24              | 24              |
| Mileage   | Annual Consultant Cost per Participant                          | \$2,939.04      | \$2,964.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$56.52</b>  | <b>\$57.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 199               | 199               |
|                                | - Weekly 8-Hour Shifts                                     | 24.9              | 24.9              |
|                                | - Weekly Staff Meal Costs                                  | \$74.70           | \$74.70           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$18.68</b>    | <b>\$18.68</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,635.49        | \$1,637.78        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$232.57</b>   | <b>\$232.88</b>   |
|                                | Total Cost per Participant per Week                        | \$1,938.06        | \$1,940.66        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$8,427.10</b> | <b>\$8,438.41</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$9,871.17</b> | <b>\$9,882.48</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model        | Harbor            |
|---|---|-------------------|-------------------|
| <i>Adult Facilities</i>                             |   |                   |                   |
|   | Unit of Service   | Month             | Month             |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%               | 70%               |
|   | <i>Regular Time</i>   |                   |                   |
|   | - Direct Care Staff Hourly Wage                                 | \$20.02           | \$20.02           |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.75%            | 20.75%            |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.90           | \$24.90           |
|   | <i>Overtime</i>   |                   |                   |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$30.03           | \$30.03           |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%             | 7.65%             |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$33.42           | \$33.42           |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%             | 5.00%             |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$25.33           | \$25.33           |
|   | <i>Productivity Assumptions</i>                                 |                   |                   |
|   | Total Hours   | 36.35             | 36.35             |
|   | - Supervision and Other Employer Time                           | 0.90              | 0.90              |
|   | - Training  | 0.67              | 0.67              |
|   | - Paid Time Off   | 3.04              | 3.04              |
|   | "Billable" Hours  | 31.74             | 31.74             |
|   | Productivity Adjustment   | 1.15              | 1.15              |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$29.13           | \$29.13           |
|   | <i>Staffing</i>   |                   |                   |
|   | - Staff Hours per Facility per Week                             | 260.0             | 260.0             |
|   | - Offset for Lead Staff Hours                                   | (56.0)            | (56.0)            |
|   | - Offset for Administrator Hours                                | (21.0)            | (21.0)            |
|   | Allocated Line Staff Hours per Participant per Week             | 45.8              | 45.8              |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$1,334.15</b> | <b>\$1,334.15</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$435.82</b> | <b>\$435.82</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$221.41</b> | <b>\$221.41</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
| Mileage   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Adult Facilities</i>        |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 239                | 239                |
|                                | - Weekly 8-Hour Shifts                                     | 29.9               | 29.9               |
|                                | - Weekly Staff Meal Costs                                  | \$89.70            | \$89.70            |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$22.43</b>     | <b>\$22.43</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,125.42         | \$2,127.87         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$299.38</b>    | <b>\$299.71</b>    |
|                                | Total Cost per Participant per Week                        | \$2,494.80         | \$2,497.58         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$10,847.93</b> | <b>\$10,860.01</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$12,292.00</b> | <b>\$12,304.08</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Level 4I)**

|   |   | Base Model        | Harbor            |
|---|---|-------------------|-------------------|
| <i>Adult Facilities</i>                             |   |                   |                   |
| Unit of Service                                     |   | Month             | Month             |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%               | 70%               |
|   | <i>Regular Time</i>   |                   |                   |
|   | - Direct Care Staff Hourly Wage                                 | \$20.02           | \$20.02           |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.75%            | 20.75%            |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.90           | \$24.90           |
|   | <i>Overtime</i>   |                   |                   |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$30.03           | \$30.03           |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%             | 7.65%             |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$33.42           | \$33.42           |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%             | 5.00%             |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$25.33           | \$25.33           |
|   | <i>Productivity Assumptions</i>                                 |                   |                   |
|   | Total Hours   | 36.35             | 36.35             |
|   | - Supervision and Other Employer Time                           | 0.90              | 0.90              |
|   | - Training  | 0.67              | 0.67              |
|   | - Paid Time Off   | 3.04              | 3.04              |
|   | "Billable" Hours  | 31.74             | 31.74             |
|   | Productivity Adjustment   | 1.15              | 1.15              |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$29.13           | \$29.13           |
|   | <i>Staffing</i>   |                   |                   |
|   | - Staff Hours per Facility per Week                             | 300.0             | 300.0             |
|   | - Offset for Lead Staff Hours                                   | (56.0)            | (56.0)            |
|   | - Offset for Administrator Hours                                | (21.0)            | (21.0)            |
|   | Allocated Line Staff Hours per Participant per Week             | 55.8              | 55.8              |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$1,625.45</b> | <b>\$1,625.45</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Level 4I)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$435.82</b> | <b>\$435.82</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
| Consultant Costs                                  | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
|   | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$221.41</b> | <b>\$221.41</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
| Mileage   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Level 4I)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Adult Facilities</i>        |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 279                | 279                |
|                                | - Weekly 8-Hour Shifts                                     | 34.9               | 34.9               |
|                                | - Weekly Staff Meal Costs                                  | \$104.70           | \$104.70           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$26.18</b>     | <b>\$26.18</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,420.47         | \$2,422.92         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$339.61</b>    | <b>\$339.94</b>    |
|                                | Total Cost per Participant per Week                        | \$2,830.08         | \$2,832.86         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$12,305.79</b> | <b>\$12,317.88</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$13,749.86</b> | <b>\$13,761.95</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |  | Base Model      | Harbor          |
|---|--|-----------------|-----------------|
| <i>Children Facilities</i>                                      |  |                 |                 |
| Unit of Service   |  | Month           | Month           |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%             | 70%             |
| <i>Regular Time</i>   |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$18.20         | \$18.20         |
| - Employee Benefit Rate (as a percent of wages)                 |  | 22.06%          | 22.06%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$22.88         | \$22.88         |
| <i>Overtime</i>   |  |                 |                 |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$27.30         | \$27.30         |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%           | 7.65%           |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$30.38         | \$30.38         |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%           | 5.00%           |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$23.26         | \$23.26         |
| <i>Productivity Assumptions</i>                                 |  |                 |                 |
| Total Hours   |  | 36.35           | 36.35           |
| - Supervision and Other Employer Time                           |  | 0.90            | 0.90            |
| - Training  |  | 0.67            | 0.67            |
| - Paid Time Off   |  | 3.04            | 3.04            |
| "Billable" Hours  |  | 31.74           | 31.74           |
| Productivity Adjustment   |  | 1.15            | 1.15            |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$26.75         | \$26.75         |
| <i>Overnight Hours</i>  |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$16.90         | \$16.90         |
| - Employee Benefit Rate   |  | 23.17%          | 23.17%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost (wages + benefits)                            |  | \$21.43         | \$21.43         |
| <i>Staffing</i>   |  |                 |                 |
| - Staff Hours per Facility per Week                             |  | 178.8           | 178.8           |
| - Offset for Overnight Hours                                    |  | (56.0)          | (56.0)          |
| - Offset for Lead Staff Hours                                   |  | (56.0)          | (56.0)          |
| - Offset for Administrator Hours                                |  | (42.0)          | (42.0)          |
| Allocated Line Staff Hours per Participant per Week             |  | 6.2             | 6.2             |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$465.87</b> | <b>\$465.87</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
| Mileage   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

| <i>Children Facilities</i>     |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 137               | 137               |
|                                | - Weekly 8-Hour Shifts                                     | 17.1              | 17.1              |
|                                | - Weekly Staff Meal Costs                                  | \$51.30           | \$51.30           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$12.83</b>    | <b>\$12.83</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,081.34        | \$1,083.15        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$157.00</b>   | <b>\$157.25</b>   |
|                                | Total Cost per Participant per Week                        | \$1,308.34        | \$1,310.40        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$5,688.94</b> | <b>\$5,697.90</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$7,133.01</b> | <b>\$7,141.97</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |  | Base Model      | Harbor          |
|---|--|-----------------|-----------------|
| <i>Children Facilities</i>                                      |  |                 |                 |
| Unit of Service   |  | Month           | Month           |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%             | 70%             |
| <i>Regular Time</i>   |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$18.20         | \$18.20         |
| - Employee Benefit Rate (as a percent of wages)                 |  | 22.06%          | 22.06%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$22.88         | \$22.88         |
| <i>Overtime</i>   |  |                 |                 |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$27.30         | \$27.30         |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%           | 7.65%           |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$30.38         | \$30.38         |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%           | 5.00%           |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$23.26         | \$23.26         |
| <i>Productivity Assumptions</i>                                 |  |                 |                 |
| Total Hours   |  | 36.35           | 36.35           |
| - Supervision and Other Employer Time                           |  | 0.90            | 0.90            |
| - Training  |  | 0.67            | 0.67            |
| - Paid Time Off   |  | 3.04            | 3.04            |
| "Billable" Hours  |  | 31.74           | 31.74           |
| Productivity Adjustment   |  | 1.15            | 1.15            |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$26.75         | \$26.75         |
| <i>Staffing</i>   |  |                 |                 |
| - Staff Hours per Facility per Week                             |  | 191.5           | 191.5           |
| - Offset for Lead Staff Hours                                   |  | (56.0)          | (56.0)          |
| - Offset for Administrator Hours                                |  | (21.0)          | (21.0)          |
| Allocated Line Staff Hours per Participant per Week             |  | 28.6            | 28.6            |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$765.05</b> | <b>\$765.05</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
| Mileage   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Children Facilities</i>     |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 171               | 171               |
|                                | - Weekly 8-Hour Shifts                                     | 21.3              | 21.3              |
|                                | - Weekly Staff Meal Costs                                  | \$63.90           | \$63.90           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$15.98</b>    | <b>\$15.98</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,421.35        | \$1,423.48        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$203.37</b>   | <b>\$203.66</b>   |
|                                | Total Cost per Participant per Week                        | \$1,694.72        | \$1,697.14        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$7,369.01</b> | <b>\$7,379.53</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$8,813.08</b> | <b>\$8,823.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model        | Harbor            |
|---|---|-------------------|-------------------|
| <i>Children Facilities</i>                          |   |                   |                   |
| Unit of Service                                     |   | Month             | Month             |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%               | 70%               |
|   | <i>Regular Time</i>   |                   |                   |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20           | \$18.20           |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%            | 22.06%            |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88           | \$22.88           |
|   | <i>Overtime</i>   |                   |                   |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30           | \$27.30           |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%             | 7.65%             |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38           | \$30.38           |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%             | 5.00%             |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26           | \$23.26           |
|   | <i>Productivity Assumptions</i>                                 |                   |                   |
|   | Total Hours   | 36.35             | 36.35             |
|   | - Supervision and Other Employer Time                           | 0.90              | 0.90              |
|   | - Training  | 0.67              | 0.67              |
|   | - Paid Time Off   | 3.04              | 3.04              |
|   | "Billable" Hours  | 31.74             | 31.74             |
|   | Productivity Adjustment   | 1.15              | 1.15              |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75           | \$26.75           |
|   | <i>Staffing</i>   |                   |                   |
|   | - Staff Hours per Facility per Week                             | 234.1             | 234.1             |
|   | - Offset for Lead Staff Hours                                   | (56.0)            | (56.0)            |
|   | - Offset for Administrator Hours                                | (21.0)            | (21.0)            |
|   | Allocated Line Staff Hours per Participant per Week             | 39.3              | 39.3              |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$1,051.28</b> | <b>\$1,051.28</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$399.70</b> | <b>\$399.70</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$166.69</b> | <b>\$166.69</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 24              | 24              |
|   | Annual Consultant Cost per Participant                          | \$2,939.04      | \$2,964.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$56.52</b>  | <b>\$57.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Children Facilities</i>     |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 213                | 213                |
|                                | - Weekly 8-Hour Shifts                                     | 26.6               | 26.6               |
|                                | - Weekly Staff Meal Costs                                  | \$79.80            | \$79.80            |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$19.95</b>     | <b>\$19.95</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,730.39         | \$1,732.68         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$245.51</b>    | <b>\$245.82</b>    |
|                                | Total Cost per Participant per Week                        | \$2,045.90         | \$2,048.50         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$8,896.01</b>  | <b>\$8,907.32</b>  |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$10,340.08</b> | <b>\$10,351.39</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| <i>Children Facilities</i>                                      |  |                   |                   |
| Unit of Service   |  | Month             | Month             |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%               | 70%               |
| <i>Regular Time</i>   |  |                   |                   |
| - Direct Care Staff Hourly Wage                                 |  | \$20.02           | \$20.02           |
| - Employee Benefit Rate (as a percent of wages)                 |  | 20.75%            | 20.75%            |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$24.90           | \$24.90           |
| <i>Overtime</i>   |  |                   |                   |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$30.03           | \$30.03           |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%             | 7.65%             |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$33.42           | \$33.42           |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%             | 5.00%             |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$25.33           | \$25.33           |
| <i>Productivity Assumptions</i>                                 |  |                   |                   |
| Total Hours   |  | 36.35             | 36.35             |
| - Supervision and Other Employer Time                           |  | 0.90              | 0.90              |
| - Training  |  | 0.67              | 0.67              |
| - Paid Time Off   |  | 3.04              | 3.04              |
| "Billable" Hours  |  | 31.74             | 31.74             |
| Productivity Adjustment   |  | 1.15              | 1.15              |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$29.13           | \$29.13           |
| <i>Staffing</i>   |  |                   |                   |
| - Staff Hours per Facility per Week                             |  | 276.6             | 276.6             |
| - Offset for Lead Staff Hours                                   |  | (56.0)            | (56.0)            |
| - Offset for Administrator Hours                                |  | (21.0)            | (21.0)            |
| Allocated Line Staff Hours per Participant per Week             |  | 49.9              | 49.9              |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$1,453.59</b> | <b>\$1,453.59</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$435.82</b> | <b>\$435.82</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$221.41</b> | <b>\$221.41</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
| Mileage   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Children Facilities</i>     |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 256                | 256                |
|                                | - Weekly 8-Hour Shifts                                     | 32.0               | 32.0               |
|                                | - Weekly Staff Meal Costs                                  | \$96.00            | \$96.00            |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$24.00</b>     | <b>\$24.00</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,246.43         | \$2,248.88         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$315.88</b>    | <b>\$316.21</b>    |
|                                | Total Cost per Participant per Week                        | \$2,632.31         | \$2,635.09         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$11,445.85</b> | <b>\$11,457.94</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$12,889.92</b> | <b>\$12,902.01</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Levels 4I)**

|   |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| <i>Children Facilities</i>                                      |  |                   |                   |
| Unit of Service   |  | Month             | Month             |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%               | 70%               |
| <i>Regular Time</i>   |  |                   |                   |
| - Direct Care Staff Hourly Wage                                 |  | \$20.02           | \$20.02           |
| - Employee Benefit Rate (as a percent of wages)                 |  | 20.75%            | 20.75%            |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$24.90           | \$24.90           |
| <i>Overtime</i>   |  |                   |                   |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$30.03           | \$30.03           |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%             | 7.65%             |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$33.42           | \$33.42           |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%             | 5.00%             |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$25.33           | \$25.33           |
| <i>Productivity Assumptions</i>                                 |  |                   |                   |
| Total Hours   |  | 36.35             | 36.35             |
| - Supervision and Other Employer Time                           |  | 0.90              | 0.90              |
| - Training  |  | 0.67              | 0.67              |
| - Paid Time Off   |  | 3.04              | 3.04              |
| "Billable" Hours  |  | 31.74             | 31.74             |
| Productivity Adjustment   |  | 1.15              | 1.15              |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$29.13           | \$29.13           |
| <i>Staffing</i>   |  |                   |                   |
| - Staff Hours per Facility per Week                             |  | 319.2             | 319.2             |
| - Offset for Lead Staff Hours                                   |  | (56.0)            | (56.0)            |
| - Offset for Administrator Hours                                |  | (21.0)            | (21.0)            |
| Allocated Line Staff Hours per Participant per Week             |  | 60.6              | 60.6              |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$1,765.28</b> | <b>\$1,765.28</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Levels 4I)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 14.0            | 14.0            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$435.82</b> | <b>\$435.82</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
| Consultant Costs                                  | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
|   | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$221.41</b> | <b>\$221.41</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
| Mileage   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 4 or Less Beds, Level 6**  
**(formerly Levels 4I)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Children Facilities</i>     |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 298                | 298                |
|                                | - Weekly 8-Hour Shifts                                     | 37.3               | 37.3               |
|                                | - Weekly Staff Meal Costs                                  | \$111.90           | \$111.90           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$27.98</b>     | <b>\$27.98</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,562.10         | \$2,564.55         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$358.92</b>    | <b>\$359.26</b>    |
|                                | Total Cost per Participant per Week                        | \$2,991.02         | \$2,993.81         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$13,005.60</b> | <b>\$13,017.73</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$14,449.67</b> | <b>\$14,461.80</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Overnight Hours</i>  |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$16.90         | \$16.90         |
|   | - Employee Benefit Rate   | 23.17%          | 23.17%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost (wages + benefits)                            | \$21.43         | \$21.43         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 168.0           | 168.0           |
|   | - Offset for Overnight Hours                                    | (56.0)          | (56.0)          |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (42.0)          | (42.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 2.5             | 2.5             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$285.08</b> | <b>\$285.08</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
| Mileage   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 126               | 126               |
|                                | - Weekly 8-Hour Shifts                                     | 15.8              | 15.8              |
|                                | - Weekly Staff Meal Costs                                  | \$47.40           | \$47.40           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$8.62</b>     | <b>\$8.62</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$732.50          | \$733.82          |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$109.43</b>   | <b>\$109.61</b>   |
|                                | Total Cost per Participant per Week                        | \$911.93          | \$913.43          |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$3,965.27</b> | <b>\$3,971.79</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$5,409.34</b> | <b>\$5,415.86</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 220.0           | 220.0           |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (21.0)          | (21.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 26.0            | 26.0            |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$695.50</b> | <b>\$695.50</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
| Mileage   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 199               | 199               |
|                                | - Weekly 8-Hour Shifts                                     | 24.9              | 24.9              |
|                                | - Weekly Staff Meal Costs                                  | \$74.70           | \$74.70           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$13.58</b>    | <b>\$13.58</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,185.56        | \$1,187.20        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$171.21</b>   | <b>\$171.44</b>   |
|                                | Total Cost per Participant per Week                        | \$1,426.77        | \$1,428.64        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$6,203.90</b> | <b>\$6,212.03</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$7,647.97</b> | <b>\$7,656.10</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 280.0           | 280.0           |
|   | - Offset for Lead Staff Hours                                   | (56.0)          | (56.0)          |
|   | - Offset for Administrator Hours                                | (21.0)          | (21.0)          |
|   | Allocated Line Staff Hours per Participant per Week             | 36.9            | 36.9            |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$987.08</b> | <b>\$987.08</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
| Consultant Costs                                  | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
|   | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 24              | 24              |
| Mileage   | Annual Consultant Cost per Participant                          | \$2,939.04      | \$2,964.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$56.52</b>  | <b>\$57.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 259               | 259               |
|                                | - Weekly 8-Hour Shifts                                     | 32.4              | 32.4              |
|                                | - Weekly Staff Meal Costs                                  | \$97.20           | \$97.20           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$17.67</b>    | <b>\$17.67</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,500.07        | \$1,501.87        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$214.10</b>   | <b>\$214.35</b>   |
|                                | Total Cost per Participant per Week                        | \$1,784.17        | \$1,786.22        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$7,757.95</b> | <b>\$7,766.87</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$9,202.02</b> | <b>\$9,210.94</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model        | Harbor            |
|---|---|-------------------|-------------------|
| <i>Adult Facilities</i>                             |   |                   |                   |
|   | Unit of Service   | Month             | Month             |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%               | 70%               |
|   | <i>Regular Time</i>   |                   |                   |
|   | - Direct Care Staff Hourly Wage                                 | \$20.02           | \$20.02           |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.75%            | 20.75%            |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.90           | \$24.90           |
|   | <i>Overtime</i>   |                   |                   |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$30.03           | \$30.03           |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%             | 7.65%             |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$33.42           | \$33.42           |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%             | 5.00%             |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$25.33           | \$25.33           |
|   | <i>Productivity Assumptions</i>                                 |                   |                   |
|   | Total Hours   | 36.35             | 36.35             |
|   | - Supervision and Other Employer Time                           | 0.90              | 0.90              |
|   | - Training  | 0.67              | 0.67              |
|   | - Paid Time Off   | 3.04              | 3.04              |
|   | "Billable" Hours  | 31.74             | 31.74             |
|   | Productivity Adjustment   | 1.15              | 1.15              |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$29.13           | \$29.13           |
|   | <i>Staffing</i>   |                   |                   |
|   | - Staff Hours per Facility per Week                             | 340.0             | 340.0             |
|   | - Offset for Lead Staff Hours                                   | (56.0)            | (56.0)            |
|   | - Offset for Administrator Hours                                | (21.0)            | (21.0)            |
|   | Allocated Line Staff Hours per Participant per Week             | 47.8              | 47.8              |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$1,392.41</b> | <b>\$1,392.41</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$317.53</b> | <b>\$317.53</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$161.02</b> | <b>\$161.02</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
|   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Adult Facilities</i>        |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 319                | 319                |
|                                | - Weekly 8-Hour Shifts                                     | 39.9               | 39.9               |
|                                | - Weekly Staff Meal Costs                                  | \$119.70           | \$119.70           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$21.76</b>     | <b>\$21.76</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,994.44         | \$1,996.40         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$281.51</b>    | <b>\$281.78</b>    |
|                                | Total Cost per Participant per Week                        | \$2,345.95         | \$2,348.18         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$10,200.69</b> | <b>\$10,210.39</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$11,644.76</b> | <b>\$11,654.46</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Level 4I)**

|   |   | Base Model        | Harbor            |
|---|---|-------------------|-------------------|
| <i>Adult Facilities</i>                             |   |                   |                   |
|   | Unit of Service   | Month             | Month             |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%               | 70%               |
|   | <i>Regular Time</i>   |                   |                   |
|   | - Direct Care Staff Hourly Wage                                 | \$20.02           | \$20.02           |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.75%            | 20.75%            |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.90           | \$24.90           |
|   | <i>Overtime</i>   |                   |                   |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$30.03           | \$30.03           |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%             | 7.65%             |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$33.42           | \$33.42           |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%             | 5.00%             |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$25.33           | \$25.33           |
|   | <i>Productivity Assumptions</i>                                 |                   |                   |
|   | Total Hours   | 36.35             | 36.35             |
|   | - Supervision and Other Employer Time                           | 0.90              | 0.90              |
|   | - Training  | 0.67              | 0.67              |
|   | - Paid Time Off   | 3.04              | 3.04              |
|   | "Billable" Hours  | 31.74             | 31.74             |
|   | Productivity Adjustment   | 1.15              | 1.15              |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$29.13           | \$29.13           |
|   | <i>Staffing</i>   |                   |                   |
|   | - Staff Hours per Facility per Week                             | 400.0             | 400.0             |
|   | - Offset for Lead Staff Hours                                   | (56.0)            | (56.0)            |
|   | - Offset for Administrator Hours                                | (21.0)            | (21.0)            |
|   | Allocated Line Staff Hours per Participant per Week             | 58.7              | 58.7              |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$1,709.93</b> | <b>\$1,709.93</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Level 4I)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                           |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$317.53</b> | <b>\$317.53</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$161.02</b> | <b>\$161.02</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
|   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Level 4I)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Adult Facilities</i>        |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 379                | 379                |
|                                | - Weekly 8-Hour Shifts                                     | 47.4               | 47.4               |
|                                | - Weekly Staff Meal Costs                                  | \$142.20           | \$142.20           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$25.85</b>     | <b>\$25.85</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,316.05         | \$2,318.01         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$325.37</b>    | <b>\$325.64</b>    |
|                                | Total Cost per Participant per Week                        | \$2,711.42         | \$2,713.65         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$11,789.84</b> | <b>\$11,799.53</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$13,233.91</b> | <b>\$13,243.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

| <i>Children Facilities</i>                                      |  | Base Model      | Harbor          |
|---|--|-----------------|-----------------|
| Unit of Service   |  | Month           | Month           |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%             | 70%             |
| <i>Regular Time</i>   |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$18.20         | \$18.20         |
| - Employee Benefit Rate (as a percent of wages)                 |  | 22.06%          | 22.06%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$22.88         | \$22.88         |
| <i>Overtime</i>   |  |                 |                 |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$27.30         | \$27.30         |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%           | 7.65%           |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$30.38         | \$30.38         |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%           | 5.00%           |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$23.26         | \$23.26         |
| <i>Productivity Assumptions</i>                                 |  |                 |                 |
| Total Hours   |  | 36.35           | 36.35           |
| - Supervision and Other Employer Time                           |  | 0.90            | 0.90            |
| - Training  |  | 0.67            | 0.67            |
| - Paid Time Off   |  | 3.04            | 3.04            |
| "Billable" Hours  |  | 31.74           | 31.74           |
| Productivity Adjustment   |  | 1.15            | 1.15            |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$26.75         | \$26.75         |
| <i>Overnight Hours</i>  |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$16.90         | \$16.90         |
| - Employee Benefit Rate   |  | 23.17%          | 23.17%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost (wages + benefits)                            |  | \$21.43         | \$21.43         |
| <i>Staffing</i>   |  |                 |                 |
| - Staff Hours per Facility per Week                             |  | 178.8           | 178.8           |
| - Offset for Overnight Hours                                    |  | (56.0)          | (56.0)          |
| - Offset for Lead Staff Hours                                   |  | (56.0)          | (56.0)          |
| - Offset for Administrator Hours                                |  | (42.0)          | (42.0)          |
| Allocated Line Staff Hours per Participant per Week             |  | 4.5             | 4.5             |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$338.58</b> | <b>\$338.58</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
| Mileage   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Children Facilities</i>     |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 137               | 137               |
|                                | - Weekly 8-Hour Shifts                                     | 17.1              | 17.1              |
|                                | - Weekly Staff Meal Costs                                  | \$51.30           | \$51.30           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$9.33</b>     | <b>\$9.33</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$786.71          | \$788.03          |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$116.82</b>   | <b>\$117.00</b>   |
|                                | Total Cost per Participant per Week                        | \$973.53          | \$975.03          |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$4,233.12</b> | <b>\$4,239.64</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$5,677.19</b> | <b>\$5,683.71</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |  | Base Model      | Harbor          |
|---|--|-----------------|-----------------|
| <i>Children Facilities</i>                                      |  |                 |                 |
| Unit of Service   |  | Month           | Month           |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%             | 70%             |
| <i>Regular Time</i>   |  |                 |                 |
| - Direct Care Staff Hourly Wage                                 |  | \$18.20         | \$18.20         |
| - Employee Benefit Rate (as a percent of wages)                 |  | 22.06%          | 22.06%          |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$22.88         | \$22.88         |
| <i>Overtime</i>   |  |                 |                 |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$27.30         | \$27.30         |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%           | 7.65%           |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%           | 3.65%           |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$30.38         | \$30.38         |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%           | 5.00%           |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$23.26         | \$23.26         |
| <i>Productivity Assumptions</i>                                 |  |                 |                 |
| Total Hours   |  | 36.35           | 36.35           |
| - Supervision and Other Employer Time                           |  | 0.90            | 0.90            |
| - Training  |  | 0.67            | 0.67            |
| - Paid Time Off   |  | 3.04            | 3.04            |
| "Billable" Hours  |  | 31.74           | 31.74           |
| Productivity Adjustment   |  | 1.15            | 1.15            |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$26.75         | \$26.75         |
| <i>Staffing</i>   |  |                 |                 |
| - Staff Hours per Facility per Week                             |  | 234.1           | 234.1           |
| - Offset for Lead Staff Hours                                   |  | (56.0)          | (56.0)          |
| - Offset for Administrator Hours                                |  | (21.0)          | (21.0)          |
| Allocated Line Staff Hours per Participant per Week             |  | 28.6            | 28.6            |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$765.05</b> | <b>\$765.05</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
|   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 3**  
**(formerly Levels 3, 4A and 4B)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Children Facilities</i>     |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 213               | 213               |
|                                | - Weekly 8-Hour Shifts                                     | 26.6              | 26.6              |
|                                | - Weekly Staff Meal Costs                                  | \$79.80           | \$79.80           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$14.51</b>    | <b>\$14.51</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,256.04        | \$1,257.68        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$180.82</b>   | <b>\$181.05</b>   |
|                                | Total Cost per Participant per Week                        | \$1,506.86        | \$1,508.73        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$6,552.15</b> | <b>\$6,560.28</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$7,996.22</b> | <b>\$8,004.35</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| <i>Children Facilities</i>                                      |  |                   |                   |
| Unit of Service   |  | Month             | Month             |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%               | 70%               |
| <i>Regular Time</i>   |  |                   |                   |
| - Direct Care Staff Hourly Wage                                 |  | \$18.20           | \$18.20           |
| - Employee Benefit Rate (as a percent of wages)                 |  | 22.06%            | 22.06%            |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$22.88           | \$22.88           |
| <i>Overtime</i>   |  |                   |                   |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$27.30           | \$27.30           |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%             | 7.65%             |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$30.38           | \$30.38           |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%             | 5.00%             |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$23.26           | \$23.26           |
| <i>Productivity Assumptions</i>                                 |  |                   |                   |
| Total Hours   |  | 36.35             | 36.35             |
| - Supervision and Other Employer Time                           |  | 0.90              | 0.90              |
| - Training  |  | 0.67              | 0.67              |
| - Paid Time Off   |  | 3.04              | 3.04              |
| "Billable" Hours  |  | 31.74             | 31.74             |
| Productivity Adjustment   |  | 1.15              | 1.15              |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$26.75           | \$26.75           |
| <i>Staffing</i>   |  |                   |                   |
| - Staff Hours per Facility per Week                             |  | 297.9             | 297.9             |
| - Offset for Lead Staff Hours                                   |  | (56.0)            | (56.0)            |
| - Offset for Administrator Hours                                |  | (21.0)            | (21.0)            |
| Allocated Line Staff Hours per Participant per Week             |  | 40.2              | 40.2              |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$1,075.35</b> | <b>\$1,075.35</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$19.58         | \$19.58         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 21.05%          | 21.05%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$24.42         | \$24.42         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$29.37         | \$29.37         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$32.69         | \$32.69         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$24.83         | \$24.83         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$28.55         | \$28.55         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$291.21</b> | <b>\$291.21</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$25.24         | \$25.24         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.08%          | 20.08%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$31.23         | \$31.23         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$37.86         | \$37.86         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$42.14         | \$42.14         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$31.78         | \$31.78         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$666.74        | \$666.74        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$121.23</b> | <b>\$121.23</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 24              | 24              |
| Mileage   | Annual Consultant Cost per Participant                          | \$2,939.04      | \$2,964.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$56.52</b>  | <b>\$57.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 4**  
**(formerly Levels 4C, 4D and 4E)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Children Facilities</i>     |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00          | \$270.00          |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00            | \$3.00            |
|                                | Weekly Staff Hours (excludes administrator)                | 277               | 277               |
|                                | - Weekly 8-Hour Shifts                                     | 34.6              | 34.6              |
|                                | - Weekly Staff Meal Costs                                  | \$103.80          | \$103.80          |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$18.87</b>    | <b>\$18.87</b>    |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,589.54        | \$1,591.34        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$226.30</b>   | <b>\$226.55</b>   |
|                                | Total Cost per Participant per Week                        | \$1,885.84        | \$1,887.89        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$8,200.04</b> | <b>\$8,208.95</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$9,644.11</b> | <b>\$9,653.02</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| <i>Children Facilities</i>                                      |  |                   |                   |
| Unit of Service   |  | Month             | Month             |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%               | 70%               |
| <i>Regular Time</i>   |  |                   |                   |
| - Direct Care Staff Hourly Wage                                 |  | \$20.02           | \$20.02           |
| - Employee Benefit Rate (as a percent of wages)                 |  | 20.75%            | 20.75%            |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$24.90           | \$24.90           |
| <i>Overtime</i>   |  |                   |                   |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$30.03           | \$30.03           |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%             | 7.65%             |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$33.42           | \$33.42           |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%             | 5.00%             |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$25.33           | \$25.33           |
| <i>Productivity Assumptions</i>                                 |  |                   |                   |
| Total Hours   |  | 36.35             | 36.35             |
| - Supervision and Other Employer Time                           |  | 0.90              | 0.90              |
| - Training  |  | 0.67              | 0.67              |
| - Paid Time Off   |  | 3.04              | 3.04              |
| "Billable" Hours  |  | 31.74             | 31.74             |
| Productivity Adjustment   |  | 1.15              | 1.15              |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$29.13           | \$29.13           |
| <i>Staffing</i>   |  |                   |                   |
| - Staff Hours per Facility per Week                             |  | 361.8             | 361.8             |
| - Offset for Lead Staff Hours                                   |  | (56.0)            | (56.0)            |
| - Offset for Administrator Hours                                |  | (21.0)            | (21.0)            |
| Allocated Line Staff Hours per Participant per Week             |  | 51.8              | 51.8              |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$1,508.93</b> | <b>\$1,508.93</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$317.53</b> | <b>\$317.53</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$161.02</b> | <b>\$161.02</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
|   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 5**  
**(formerly Levels 4F, 4G and 4H)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Children Facilities</i>     |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 341                | 341                |
|                                | - Weekly 8-Hour Shifts                                     | 42.6               | 42.6               |
|                                | - Weekly Staff Meal Costs                                  | \$127.80           | \$127.80           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$23.24</b>     | <b>\$23.24</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,112.44         | \$2,114.40         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$297.61</b>    | <b>\$297.87</b>    |
|                                | Total Cost per Participant per Week                        | \$2,480.05         | \$2,482.27         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$10,783.79</b> | <b>\$10,793.44</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$12,227.86</b> | <b>\$12,237.51</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Levels 4I)**

| <i>Children Facilities</i>                                      |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service   |  | Month             | Month             |
| - Percent of Direct Care Staff Working Full-Time                |  | 70%               | 70%               |
| <i>Regular Time</i>   |  |                   |                   |
| - Direct Care Staff Hourly Wage                                 |  | \$20.02           | \$20.02           |
| - Employee Benefit Rate (as a percent of wages)                 |  | 20.75%            | 20.75%            |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$24.90           | \$24.90           |
| <i>Overtime</i>   |  |                   |                   |
| - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      |  | \$30.03           | \$30.03           |
| - Employee Benefit Rate (payroll taxes only)                    |  | 7.65%             | 7.65%             |
| - Workers' Compensation Rate (as a percent of wages)            |  | 3.65%             | 3.65%             |
| Hourly Staff Cost Before Productivity Adj. (wages + benefits)   |  | \$33.42           | \$33.42           |
| - Overtime Rate (percent of work hours paid at time-and-a-half) |  | 5.00%             | 5.00%             |
| Weighted Average Hourly Staff Cost Before Productivity Adj.     |  | \$25.33           | \$25.33           |
| <i>Productivity Assumptions</i>                                 |  |                   |                   |
| Total Hours   |  | 36.35             | 36.35             |
| - Supervision and Other Employer Time                           |  | 0.90              | 0.90              |
| - Training  |  | 0.67              | 0.67              |
| - Paid Time Off   |  | 3.04              | 3.04              |
| "Billable" Hours  |  | 31.74             | 31.74             |
| Productivity Adjustment   |  | 1.15              | 1.15              |
| Staff Cost After Productivity Adj. per Billable Hour            |  | \$29.13           | \$29.13           |
| <i>Staffing</i>   |  |                   |                   |
| - Staff Hours per Facility per Week                             |  | 425.6             | 425.6             |
| - Offset for Lead Staff Hours                                   |  | (56.0)            | (56.0)            |
| - Offset for Administrator Hours                                |  | (21.0)            | (21.0)            |
| Allocated Line Staff Hours per Participant per Week             |  | 63.4              | 63.4              |
| <b>Weekly Line Staff Cost per Participant</b>                   |  | <b>\$1,846.84</b> | <b>\$1,846.84</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Levels 4I)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                        |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Direct Care Staff Wages and Benefits - Lead Staff | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$21.54         | \$21.54         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.83%          | 19.83%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$26.60         | \$26.60         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.31         | \$32.31         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$35.96         | \$35.96         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$27.07         | \$27.07         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$31.13         | \$31.13         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Lead Staff Hours per Facility per Week                        | 56.0            | 56.0            |
|   | Allocated Lead Staff Hours per Participant per Week             | 10.2            | 10.2            |
|   | <b>Weekly Lead Staff Cost per Participant</b>                   | <b>\$317.53</b> | <b>\$317.53</b> |
| Administrator                                     | - Administrator Hourly Wage                                     | \$34.39         | \$34.39         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.77%          | 16.77%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Cost (wages + benefits)                    | \$41.41         | \$41.41         |
|   | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59         | \$51.59         |
|   | - Administrator Benefit Rate (as a percent of wages)            | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42         | \$57.42         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Administrator Cost                      | \$42.21         | \$42.21         |
| Consultant Costs                                  | Weekly Administrator Cost (two homes per Administrator)         | \$885.62        | \$885.62        |
|   | <b>Weekly Administrator Cost per Participant</b>                | <b>\$161.02</b> | <b>\$161.02</b> |
|   | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 32              | 32              |
|   | Annual Consultant Cost per Participant                          | \$3,918.72      | \$3,952.00      |
| Mileage   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$75.36</b>  | <b>\$76.00</b>  |
|   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Staff Operated, 5 or More Beds, Level 6**  
**(formerly Levels 4I)**

|                                |  | Base Model         | Harbor             |
|--------------------------------|--|--------------------|--------------------|
| <i>Children Facilities</i>     |  |                    |                    |
|                                | Unit of Service  | Month              | Month              |
| Staff Meals                    | Cost of Food per Person per Month                          | \$270.00           | \$270.00           |
|                                | - Meal Cost per 8-Hour Shift (one meal per shift)          | \$3.00             | \$3.00             |
|                                | Weekly Staff Hours (excludes administrator)                | 405                | 405                |
|                                | - Weekly 8-Hour Shifts                                     | 50.6               | 50.6               |
|                                | - Weekly Staff Meal Costs                                  | \$151.80           | \$151.80           |
|                                | <b>Weekly Staff Meal Cost per Participant</b>              | <b>\$27.60</b>     | <b>\$27.60</b>     |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$2,454.71         | \$2,456.67         |
|                                | - Program Operations Cost per Week per Participant         | \$70.00            | \$70.00            |
|                                | - Administration Percent                                   | 12.0%              | 12.0%              |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$344.28</b>    | <b>\$344.55</b>    |
|                                | Total Cost per Participant per Week                        | \$2,868.99         | \$2,871.22         |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$12,474.98</b> | <b>\$12,484.68</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07         | \$1,444.07         |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$13,919.05</b> | <b>\$13,928.75</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$808.69</b> | <b>\$808.69</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 168.0           | 168.0           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 0.0             | 0.0             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
|   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 0               | 0               |
|   | - Weekly 8-Hour Shifts  | 0.0             | 0.0             |
|   | - Weekly Staff Meal Costs                                       | \$0.00          | \$0.00          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$844.94          | \$846.75          |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$124.76</b>   | <b>\$125.01</b>   |
|                                | Total Cost per Participant per Week                        | \$1,039.70        | \$1,041.76        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$4,520.84</b> | <b>\$4,529.80</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$5,964.91</b> | <b>\$5,973.87</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$808.69</b> | <b>\$808.69</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 180.0           | 180.0           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 3.0             | 3.0             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$80.25</b>  | <b>\$80.25</b>  |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
|   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 12              | 12              |
|   | - Weekly 8-Hour Shifts  | 1.5             | 1.5             |
|   | - Weekly Staff Meal Costs                                       | \$4.50          | \$4.50          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$1.13</b>   | <b>\$1.13</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

|                                |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
| <i>Adult Facilities</i>        |  |                   |                   |
|                                | Unit of Service  | Month             | Month             |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$964.00          | \$966.13          |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$141.00</b>   | <b>\$141.29</b>   |
|                                | Total Cost per Participant per Week                        | \$1,175.00        | \$1,177.42        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$5,109.15</b> | <b>\$5,119.67</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$6,553.22</b> | <b>\$6,563.74</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                          |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$808.69</b> | <b>\$808.69</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 178.8           | 178.8           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 2.7             | 2.7             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$72.23</b>  | <b>\$72.23</b>  |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
|   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 11              | 11              |
|   | - Weekly 8-Hour Shifts  | 1.4             | 1.4             |
|   | - Weekly Staff Meal Costs                                       | \$4.20          | \$4.20          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$1.05</b>   | <b>\$1.05</b>   |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 2**  
**(formerly Level 2)**

| <i>Children Facilities</i>                  |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service                             |  | Month             | Month             |
| Admin. and<br>Prog. Operations              | Cost per Week Before Program Operations and Administration | \$918.22          | \$920.03          |
|   | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|   | - Administration Percent                                   | 12.0%             | 12.0%             |
|   | <b>Administration Cost per Week per Participant</b>        | <b>\$134.76</b>   | <b>\$135.00</b>   |
|   | Total Cost per Participant per Week                        | \$1,122.98        | \$1,125.03        |
|   | <b>Rate per Month per Participant</b>                      | <b>\$4,882.96</b> | <b>\$4,891.87</b> |
|   | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b> |  | <b>\$6,327.03</b> | <b>\$6,335.94</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                          |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$808.69</b> | <b>\$808.69</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 191.5           | 191.5           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 5.9             | 5.9             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$157.83</b> | <b>\$157.83</b> |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
|   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$36.25</b>  | <b>\$38.06</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 24              | 24              |
|   | - Weekly 8-Hour Shifts  | 2.9             | 2.9             |
|   | - Weekly Staff Meal Costs                                       | \$8.70          | \$8.70          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$2.18</b>   | <b>\$2.18</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 4 or Less Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

| <i>Children Facilities</i>     |  | Base Model        | Harbor            |
|--------------------------------|--|-------------------|-------------------|
|                                | Unit of Service  | Month             | Month             |
| Admin. and<br>Prog. Operations | Cost per Week Before Program Operations and Administration | \$1,042.63        | \$1,044.76        |
|                                | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|                                | - Administration Percent                                   | 12.0%             | 12.0%             |
|                                | <b>Administration Cost per Week per Participant</b>        | <b>\$151.72</b>   | <b>\$152.01</b>   |
|                                | Total Cost per Participant per Week                        | \$1,264.35        | \$1,266.77        |
|                                | <b>Rate per Month per Participant</b>                      | <b>\$5,497.66</b> | <b>\$5,508.19</b> |
|                                | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
|                                | <b>Total Rate per Month per Participant</b>                | <b>\$6,941.73</b> | <b>\$6,952.26</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$588.13</b> | <b>\$588.13</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 168.0           | 168.0           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 0.0             | 0.0             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
|   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 0               | 0               |
|   | - Weekly 8-Hour Shifts  | 0.0             | 0.0             |
|   | - Weekly Staff Meal Costs                                       | \$0.00          | \$0.00          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

| <i>Adult Facilities</i>                     |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service                             |  | Month             | Month             |
| Admin. and<br>Prog. Operations              | Cost per Week Before Program Operations and Administration | \$614.49          | \$615.81          |
|   | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|   | - Administration Percent                                   | 12.0%             | 12.0%             |
|   | <b>Administration Cost per Week per Participant</b>        | <b>\$93.34</b>    | <b>\$93.52</b>    |
|   | Total Cost per Participant per Week                        | \$777.83          | \$779.33          |
|   | <b>Rate per Month per Participant</b>                      | <b>\$3,382.17</b> | <b>\$3,388.69</b> |
| Monthly Allowance for SSI/SSP               |  | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b> |  | <b>\$4,826.24</b> | <b>\$4,832.76</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Adult Facilities</i>                             |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$588.13</b> | <b>\$588.13</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 220.0           | 220.0           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 9.5             | 9.5             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$254.13</b> | <b>\$254.13</b> |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
|   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 52              | 52              |
|   | - Weekly 8-Hour Shifts  | 6.5             | 6.5             |
|   | - Weekly Staff Meal Costs                                       | \$19.50         | \$19.50         |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$3.55</b>   | <b>\$3.55</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

| <i>Adult Facilities</i>                     |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service                             |  | Month             | Month             |
| Admin. and<br>Prog. Operations              | Cost per Week Before Program Operations and Administration | \$909.85          | \$911.49          |
|   | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|   | - Administration Percent                                   | 12.0%             | 12.0%             |
|   | <b>Administration Cost per Week per Participant</b>        | <b>\$133.62</b>   | <b>\$133.84</b>   |
|   | Total Cost per Participant per Week                        | \$1,113.47        | \$1,115.33        |
|   | <b>Rate per Month per Participant</b>                      | <b>\$4,841.61</b> | <b>\$4,849.69</b> |
| Monthly Allowance for SSI/SSP               |  | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b> |  | <b>\$6,285.68</b> | <b>\$6,293.76</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                          |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$588.13</b> | <b>\$588.13</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 178.8           | 178.8           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 2.0             | 2.0             |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$53.50</b>  | <b>\$53.50</b>  |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 0               | 0               |
|   | Annual Consultant Cost per Participant                          | \$0.00          | \$0.00          |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b>   | <b>\$0.00</b>   |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 11              | 11              |
|   | - Weekly 8-Hour Shifts  | 1.4             | 1.4             |
|   | - Weekly Staff Meal Costs                                       | \$4.20          | \$4.20          |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.76</b>   | <b>\$0.76</b>   |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 2**  
**(formerly Level 2)**

| <i>Children Facilities</i>                  |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service                             |  | Month             | Month             |
| Admin. and<br>Prog. Operations              | Cost per Week Before Program Operations and Administration | \$668.75          | \$670.07          |
|   | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|   | - Administration Percent                                   | 12.0%             | 12.0%             |
|   | <b>Administration Cost per Week per Participant</b>        | <b>\$100.74</b>   | <b>\$100.92</b>   |
|   | Total Cost per Participant per Week                        | \$839.49          | \$840.99          |
|   | <b>Rate per Month per Participant</b>                      | <b>\$3,650.28</b> | <b>\$3,656.80</b> |
|   | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b> |  | <b>\$5,094.35</b> | <b>\$5,100.87</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| <i>Children Facilities</i>                          |   |                 |                 |
|   | Unit of Service   | Month           | Month           |
| Home Manager  | - Home Manager Payment  | \$146,000       | \$146,000       |
|   | - Home Manager, hourly wage equivalent                          | \$70.19         | \$70.19         |
|   | - Benefit Rate (as a percent of wages)                          | 11.56%          | 11.56%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Annual Cost of Home Manager Payment and Benefits                | \$168,207       | \$168,207       |
|   | <b>Weekly Home Manager Cost per Participant</b>                 | <b>\$588.13</b> | <b>\$588.13</b> |
| Direct Care Staff Wages and Benefits - 'Line' Staff | - Percent of Direct Care Staff Working Full-Time                | 70%             | 70%             |
|   | <i>Regular Time</i>   |                 |                 |
|   | - Direct Care Staff Hourly Wage                                 | \$18.20         | \$18.20         |
|   | - Employee Benefit Rate (as a percent of wages)                 | 22.06%          | 22.06%          |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$22.88         | \$22.88         |
|   | <i>Overtime</i>   |                 |                 |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$27.30         | \$27.30         |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%           | 7.65%           |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%           | 3.65%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.38         | \$30.38         |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 5.00%           | 5.00%           |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$23.26         | \$23.26         |
|   | <i>Productivity Assumptions</i>                                 |                 |                 |
|   | Total Hours   | 36.35           | 36.35           |
|   | - Supervision and Other Employer Time                           | 0.90            | 0.90            |
|   | - Training  | 0.67            | 0.67            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 31.74           | 31.74           |
|   | Productivity Adjustment   | 1.15            | 1.15            |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$26.75         | \$26.75         |
|   | <i>Staffing</i>   |                 |                 |
|   | - Staff Hours per Facility per Week                             | 234.1           | 234.1           |
|   | - Offset for Home Manager Hours                                 | (168.0)         | (168.0)         |
|   | Allocated Line Staff Hours per Participant per Week             | 12.0            | 12.0            |
|   | <b>Weekly Line Staff Cost per Participant</b>                   | <b>\$321.00</b> | <b>\$321.00</b> |
| Consultant Costs                                    | - Consultant Hourly Cost  | \$122.46        | \$123.50        |
|   | - Number of Consultant Hours per Participant per Year           | 16              | 16              |
|   | Annual Consultant Cost per Participant                          | \$1,959.36      | \$1,976.00      |
|   | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$37.68</b>  | <b>\$38.00</b>  |
| Mileage   | Amount per Mile   | \$0.725         | \$0.725         |
|   | - Number of Miles per Home per Week                             | 200             | 210             |
|   | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$26.36</b>  | <b>\$27.68</b>  |
| Staff Meals   | Cost of Food per Person per Month                               | \$270.00        | \$270.00        |
|   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00          | \$3.00          |
|   | Weekly Staff Hours (excludes home manager)                      | 66              | 66              |
|   | - Weekly 8-Hour Shifts  | 8.3             | 8.3             |
|   | - Weekly Staff Meal Costs                                       | \$24.90         | \$24.90         |
|   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$4.53</b>   | <b>\$4.53</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility - Owner Operated, 5 or More Beds, Level 3**  
**(formerly Level 3, 4A, and 4B)**

| <i>Children Facilities</i>                  |  | Base Model        | Harbor            |
|---|--|-------------------|-------------------|
| Unit of Service                             |  | Month             | Month             |
| Admin. and<br>Prog. Operations              | Cost per Week Before Program Operations and Administration | \$977.70          | \$979.34          |
|   | - Program Operations Cost per Week per Participant         | \$70.00           | \$70.00           |
|   | - Administration Percent                                   | 12.0%             | 12.0%             |
|   | <b>Administration Cost per Week per Participant</b>        | <b>\$142.87</b>   | <b>\$143.09</b>   |
|   | Total Cost per Participant per Week                        | \$1,190.57        | \$1,192.43        |
|   | <b>Rate per Month per Participant</b>                      | <b>\$5,176.85</b> | <b>\$5,184.94</b> |
|   | Monthly Allowance for SSI/SSP                              | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b> |  | <b>\$6,620.92</b> | <b>\$6,629.01</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (Non-HDO), Adults and Children, Level 7**

|  |   | Base Model    | Harbor        |
|--|---|---------------|---------------|
| Size   | Unit of Service   | Month         | Month         |
|  | - Number of Individuals   |               |               |
| Direct Care Staff Wages and Benefits - DSPs      | - Percent of Direct Care Staff Working Full-Time                | 100%          | 100%          |
|  | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$21.84       | \$21.84       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 22.02%        | 22.02%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$27.45       | \$27.45       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.76       | \$32.76       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$36.46       | \$36.46       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$28.35       | \$28.35       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|  | - Training  | 0.67          | 0.67          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.58         | 38.58         |
|  | Productivity Adjustment   | 1.14          | 1.14          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$32.32       | \$32.32       |
|  | <i>Staffing</i>   |               |               |
|  | - DSP Hours per Facility per Week                               |               |               |
|  | Allocated DSP Staff Hours per Participant per Week              | 0.0           | 0.0           |
|  | <b>Weekly DSP Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - Lead DSPs | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$23.50       | \$23.50       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 21.00%        | 21.00%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$29.29       | \$29.29       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$35.25       | \$35.25       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$39.23       | \$39.23       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$30.28       | \$30.28       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|  | - Training  | 0.67          | 0.67          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.58         | 38.58         |
|  | Productivity Adjustment   | 1.14          | 1.14          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$34.52       | \$34.52       |
|  | <i>Staffing</i>   |               |               |
|  | - Lead DSP Hours per Facility per Week                          |               |               |
|  | Allocated Lead DSP Hours per Participant per Week               | 0.0           | 0.0           |
|  | <b>Weekly Lead DSP Cost per Participant</b>                     | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (Non-HDO), Adults and Children, Level 7**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service                             |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - CNAs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$24.62       | \$24.62       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.40%        | 20.40%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.54       | \$30.54       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$36.93       | \$36.93       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.10       | \$41.10       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$31.60       | \$31.60       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$36.02       | \$36.02       |
|   | <i>Staffing</i>   |               |               |
|   | - CNA Hours per Facility per Week                               |               |               |
|   | Allocated CNA Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly CNA Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - RBTs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$25.75       | \$25.75       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.84%        | 19.84%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$31.80       | \$31.80       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$38.63       | \$38.63       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$43.00       | \$43.00       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$32.92       | \$32.92       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$37.53       | \$37.53       |
|   | <i>Staffing</i>   |               |               |
|   | - RBT Hours per Facility per Week                               |               |               |
|   | Allocated RBT Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly RBT Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (Non-HDO), Adults and Children, Level 7**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service                             |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - LVNs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$34.09       | \$34.09       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.85%        | 16.85%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.08       | \$41.08       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$51.14       | \$51.14       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$56.92       | \$56.92       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$42.66       | \$42.66       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$48.63       | \$48.63       |
|   | <i>Staffing</i>   |               |               |
|   | - LVN Hours per Facility per Week                               |               |               |
|   | Allocated LVN Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly LVN Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - LPTs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$32.99       | \$32.99       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 17.16%        | 17.16%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$39.86       | \$39.86       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$49.49       | \$49.49       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$55.08       | \$55.08       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$41.38       | \$41.38       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$47.17       | \$47.17       |
|   | <i>Staffing</i>   |               |               |
|   | - LPT Hours per Facility per Week                               |               |               |
|   | Allocated LPT Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly LPT Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (Non-HDO), Adults and Children, Level 7**

|  |   | Base Model        | Harbor            |
|--|---|-------------------|-------------------|
| Unit of Service                                  |   | Month             | Month             |
| Administrator                                    | - Number of Homes Administered                                  |                   |                   |
|  | - Administrator Hourly Wage                                     | \$34.39           | \$34.39           |
|  | - Employee Benefit Rate (as a percent of wages)                 | 16.77%            | 16.77%            |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|  | Hourly Administrator Cost (wages + benefits)                    | \$41.41           | \$41.41           |
|  | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59           | \$51.59           |
|  | - Administrator Benefit Rate (as a percent of wages)            | 7.65%             | 7.65%             |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%             | 3.65%             |
|  | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42           | \$57.42           |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%            | 10.00%            |
|  | Weighted Average Hourly Administrator Cost                      | \$43.01           | \$43.01           |
|  | Weekly Administrator Cost                                       | \$1,886.08        | \$1,886.08        |
| <b>Weekly Administrator Cost per Participant</b> |   | <b>\$0.00</b>     | <b>\$0.00</b>     |
| Consultant Costs                                 | - Consultant Hourly Wage  | \$122.46          | \$123.50          |
|  | - Number of Consultant Hours per Participant per Year           |                   |                   |
|  | Annual Consultant Cost per Participant                          | \$0.00            | \$0.00            |
| <b>Weekly Consultant Cost per Participant</b>    |   | <b>\$0.00</b>     | <b>\$0.00</b>     |
| Mileage  | - Number of Vehicles Assigned to Facility                       |                   |                   |
|  | Amount per Mile   | \$0.725           | \$0.725           |
|  | - Number of Miles per Home per Week                             | 200               | 210               |
| <b>Weekly Mileage Cost per Participant</b>       |   | <b>\$0.00</b>     | <b>\$0.00</b>     |
| Staff Meals                                      | Cost of Food per Person per Month                               | \$270.00          | \$270.00          |
|  | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00            | \$3.00            |
|  | Weekly Staff Hours (excludes administrator)                     | 0                 | 0                 |
|  | - Weekly 8-Hour Shifts  | 0.0               | 0.0               |
|  | - Weekly Staff Meal Costs                                       | \$0.00            | \$0.00            |
|  | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.00</b>     | <b>\$0.00</b>     |
| Admin. and Prog. Operations                      | - Program Operations Cost per Week                              | \$70.00           | \$70.00           |
|  | - Administration Percent  | 12.0%             | 12.0%             |
|  | <b>Administration Cost per Week per Participant</b>             | <b>\$9.55</b>     | <b>\$9.55</b>     |
| Total Cost per Participant per Week              |   | \$79.55           | \$79.55           |
| <b>Rate per Month per Participant</b>            |   |                   |                   |
| Monthly Allowance for SSI/SSP                    |   | \$1,444.07        | \$1,444.07        |
| <b>Total Rate per Month per Participant</b>      |   | <b>\$1,444.07</b> | <b>\$1,444.07</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (HDO), Adults and Children, Level 7**

|  |   | Base Model    | Harbor        |
|--|---|---------------|---------------|
| Unit of Service                                  |   | Month         | Month         |
| Size   |   |               |               |
| Direct Care Staff Wages and Benefits - DSPs      | - Number of Individuals   |               |               |
|  | - Percent of Direct Care Staff Working Full-Time                | 100%          | 100%          |
|  | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$21.84       | \$21.84       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 22.02%        | 22.02%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$27.45       | \$27.45       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.76       | \$32.76       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$36.46       | \$36.46       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$28.35       | \$28.35       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|  | - Training  | 0.67          | 0.67          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.58         | 38.58         |
|  | Productivity Adjustment   | 1.14          | 1.14          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$32.32       | \$32.32       |
|  | <i>Staffing</i>   |               |               |
|  | - DSP Hours per Facility per Week                               |               |               |
|  | Allocated DSP Staff Hours per Participant per Week              | 0.0           | 0.0           |
|  | <b>Weekly DSP Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - Lead DSPs | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$23.50       | \$23.50       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 21.00%        | 21.00%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$29.29       | \$29.29       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$35.25       | \$35.25       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$39.23       | \$39.23       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$30.28       | \$30.28       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|  | - Training  | 0.67          | 0.67          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.58         | 38.58         |
|  | Productivity Adjustment   | 1.14          | 1.14          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$34.52       | \$34.52       |
|  | <i>Staffing</i>   |               |               |
|  | - Lead DSP Hours per Facility per Week                          |               |               |
|  | Allocated Lead DSP Hours per Participant per Week               | 0.0           | 0.0           |
|  | <b>Weekly Lead DSP Cost per Participant</b>                     | <b>\$0.00</b> | <b>\$0.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (HDO), Adults and Children, Level 7**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service                             |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - CNAs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$24.62       | \$24.62       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.40%        | 20.40%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.54       | \$30.54       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$36.93       | \$36.93       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.10       | \$41.10       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$31.60       | \$31.60       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$36.02       | \$36.02       |
|   | <i>Staffing</i>   |               |               |
|   | - CNA Hours per Facility per Week                               |               |               |
|   | Allocated CNA Staff Hours per Participant per Week              | 0.0           | 0.0           |
|   | <b>Weekly CNA Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - RBTs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$25.75       | \$25.75       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 19.84%        | 19.84%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$31.80       | \$31.80       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$38.63       | \$38.63       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$43.00       | \$43.00       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$32.92       | \$32.92       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$37.53       | \$37.53       |
|   | <i>Staffing</i>   |               |               |
|   | - RBT Hours per Facility per Week                               |               |               |
|   | Allocated RBT Staff Hours per Participant per Week              | 0.0           | 0.0           |
|   | <b>Weekly RBT Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (HDO), Adults and Children, Level 7**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service                             |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - LVNs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$34.09       | \$34.09       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.85%        | 16.85%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.08       | \$41.08       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$51.14       | \$51.14       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$56.92       | \$56.92       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$42.66       | \$42.66       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$48.63       | \$48.63       |
|   | <i>Staffing</i>   |               |               |
|   | - LVN Hours per Facility per Week                               |               |               |
|   | Allocated LVN Staff Hours per Participant per Week              | 0.0           | 0.0           |
|   | <b>Weekly LVN Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - LPTs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$32.99       | \$32.99       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 17.16%        | 17.16%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$39.86       | \$39.86       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$49.49       | \$49.49       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$55.08       | \$55.08       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$41.38       | \$41.38       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.58         | 38.58         |
|   | Productivity Adjustment   | 1.14          | 1.14          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$47.17       | \$47.17       |
|   | <i>Staffing</i>   |               |               |
|   | - LPT Hours per Facility per Week                               |               |               |
|   | Allocated LPT Staff Hours per Participant per Week              | 0.0           | 0.0           |
|   | <b>Weekly LPT Staff Cost per Participant</b>                    | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility (HDO), Adults and Children, Level 7**

|  |   | Base Model    | Harbor        |
|--|---|---------------|---------------|
| Unit of Service                                  |   | Month         | Month         |
| Administrator                                    | - Number of Homes Administered                                  |               |               |
|  | - Administrator Hourly Wage                                     | \$34.39       | \$34.39       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 16.77%        | 16.77%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Administrator Cost (wages + benefits)                    | \$41.41       | \$41.41       |
|  | - Administrator Hourly Overtime Wage (time-and-a-half)          | \$51.59       | \$51.59       |
|  | - Administrator Benefit Rate (as a percent of wages)            | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Administrator Overtime Cost (wages + benefits)           | \$57.42       | \$57.42       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Administrator Cost                      | \$43.01       | \$43.01       |
|  | Weekly Administrator Cost                                       | \$1,886.08    | \$1,886.08    |
| <b>Weekly Administrator Cost per Participant</b> |   | <b>\$0.00</b> | <b>\$0.00</b> |
| Consultant Costs                                 | - Consultant Hourly Wage  | \$122.46      | \$123.50      |
|  | - Number of Consultant Hours per Participant per Year           |               |               |
|  | Annual Consultant Cost per Participant                          | \$0.00        | \$0.00        |
| <b>Weekly Consultant Cost per Participant</b>    |   | <b>\$0.00</b> | <b>\$0.00</b> |
| Mileage  | - Number of Vehicles Assigned to Facility                       |               |               |
|  | Amount per Mile   | \$0.725       | \$0.725       |
|  | - Number of Miles per Home per Week                             | 200           | 210           |
| <b>Weekly Mileage Cost per Participant</b>       |   | <b>\$0.00</b> | <b>\$0.00</b> |
| Staff Meals                                      | Cost of Food per Person per Month                               | \$270.00      | \$270.00      |
|  | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00        | \$3.00        |
|  | Weekly Staff Hours (excludes administrator)                     | 0             | 0             |
|  | - Weekly 8-Hour Shifts  | 0.0           | 0.0           |
|  | - Weekly Staff Meal Costs                                       | \$0.00        | \$0.00        |
|  | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.00</b> | <b>\$0.00</b> |
| Facility   | <i>Monthly Home Lease/Mortgage and Property Tax Cost</i>        |               |               |
|  | - Monthly Lease/Mortgage Cost                                   |               |               |
|  | - Monthly Property Tax Cost                                     |               |               |
|  | <i>Monthly Home Operating Expenses</i>                          |               |               |
|  | - Monthly Utilities Cost  | \$500.00      | \$500.00      |
|  | - Monthly Telephone/ Cable/ Internet Cost                       | \$200.00      | \$200.00      |
|  | - Monthly Repair and Maintenance Cost                           | \$500.00      | \$500.00      |
|  | <i>Monthly Other Home Expenses</i>                              |               |               |
|  | - Monthly Allowance for SSI/SSP per Participant                 | \$1,444.07    | \$1,444.07    |
|  | - Monthly Portion of SSI/SSP for Facility Costs per Participant | (\$983.02)    | (\$983.02)    |
|  | Monthly Portion of SSI/SSP for Other Home Costs per Participant | \$461.05      | \$461.05      |
|  | Monthly Portion of SSI/SSP for Other Home Costs per Home        | \$0.00        | \$0.00        |
| Monthly Facility Cost                            |   | \$1,200.00    | \$1,200.00    |
| <b>Weekly Facility Cost per Participant</b>      |   |               |               |
| Admin. and Prog. Operations                      | - Program Operations Cost per Week                              | \$70.00       | \$70.00       |
|  | - Administration Percent  | 12.0%         | 12.0%         |
|  | <b>Administration Cost per Week per Participant</b>             | <b>\$9.55</b> | <b>\$9.55</b> |
| Total Cost per Participant per Week              |   | \$79.55       | \$79.55       |
| <b>Total Rate per Month per Participant</b>      |   |               |               |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility for Persons w/ Special Health Care Needs**  
**(ARFPSHN)**

|  |   | Base Model    | Harbor        |
|--|---|---------------|---------------|
| Unit of Service                                  |   | Month         | Month         |
| Size   |   |               |               |
|  | - Number of Individuals   |               |               |
| Direct Care Staff Wages and Benefits - DSPs      | - Percent of Direct Care Staff Working Full-Time                | 100%          | 100%          |
|  | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$21.84       | \$21.84       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 22.02%        | 22.02%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$27.45       | \$27.45       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$32.76       | \$32.76       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$36.46       | \$36.46       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$28.35       | \$28.35       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.89          | 0.89          |
|  | - Training  | 0.96          | 0.96          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.30         | 38.30         |
|  | Productivity Adjustment   | 1.15          | 1.15          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$32.60       | \$32.60       |
|  | <i>Staffing</i>   |               |               |
|  | - DSP Hours per Facility per Week                               |               |               |
|  | Allocated DSP Hours per Participant per Week                    | 0.0           | 0.0           |
|  | <b>Weekly DSP Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - Lead DSPs | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$23.50       | \$23.50       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 21.00%        | 21.00%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$29.29       | \$29.29       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$35.25       | \$35.25       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$39.23       | \$39.23       |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$30.28       | \$30.28       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.89          | 0.89          |
|  | - Training  | 0.96          | 0.96          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.30         | 38.30         |
|  | Productivity Adjustment   | 1.15          | 1.15          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$34.82       | \$34.82       |
|  | <i>Staffing</i>   |               |               |
|  | - Lead DSP Hours per Facility per Week                          |               |               |
|  | Allocated Lead DSP Hours per Participant per Week               | 0.0           | 0.0           |
|  | <b>Weekly Lead DSP Cost per Participant</b>                     | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility for Persons w/ Special Health Care Needs**  
**(ARFPSHN)**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service                             |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - CNAs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$24.62       | \$24.62       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 20.40%        | 20.40%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$30.54       | \$30.54       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$36.93       | \$36.93       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.10       | \$41.10       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$31.60       | \$31.60       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.89          | 0.89          |
|   | - Training  | 0.96          | 0.96          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.30         | 38.30         |
|   | Productivity Adjustment   | 1.15          | 1.15          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$36.34       | \$36.34       |
|   | <i>Staffing</i>   |               |               |
|   | - CNA Hours per Facility per Week                               |               |               |
|   | Allocated CNA Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly CNA Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |
| Direct Care Staff Wages and Benefits - LVNs | <i>Regular Time</i>   |               |               |
|   | - Direct Care Staff Hourly Wage                                 | \$34.09       | \$34.09       |
|   | - Employee Benefit Rate (as a percent of wages)                 | 16.85%        | 16.85%        |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$41.08       | \$41.08       |
|   | <i>Overtime</i>   |               |               |
|   | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$51.14       | \$51.14       |
|   | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|   | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$56.92       | \$56.92       |
|   | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|   | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$42.66       | \$42.66       |
|   | <i>Productivity Assumptions</i>                                 |               |               |
|   | Total Hours   | 44.00         | 44.00         |
|   | - Supervision and Other Employer Time                           | 0.89          | 0.89          |
|   | - Training  | 0.96          | 0.96          |
|   | - Paid Time Off   | 3.85          | 3.85          |
|   | "Billable" Hours  | 38.30         | 38.30         |
|   | Productivity Adjustment   | 1.15          | 1.15          |
|   | Staff Cost After Productivity Adj. per Billable Hour            | \$49.06       | \$49.06       |
|   | <i>Staffing</i>   |               |               |
|   | - LVN Hours per Facility per Week                               |               |               |
|   | Allocated LVN Hours per Participant per Week                    | 0.0           | 0.0           |
|   | <b>Weekly LVN Cost per Participant</b>                          | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Residential Facility for Persons w/ Special Health Care Needs**  
**(ARFPSHN)**

|  |   | Base Model    | Harbor        |
|--|---|---------------|---------------|
| Unit of Service                            |   | Month         | Month         |
| Direct Care Staff Wages and Benefits - RNs | <i>Regular Time</i>   |               |               |
|  | - Direct Care Staff Hourly Wage                                 | \$64.68       | \$64.68       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 12.43%        | 12.43%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$75.08       | \$75.08       |
|  | <i>Overtime</i>   |               |               |
|  | - Direct Care Staff Hourly Overtime Wage (time-and-a-half)      | \$97.02       | \$97.02       |
|  | - Employee Benefit Rate (payroll taxes only)                    | 7.65%         | 7.65%         |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits)   | \$107.98      | \$107.98      |
|  | - Overtime Rate (percent of work hours paid at time-and-a-half) | 10.00%        | 10.00%        |
|  | Weighted Average Hourly Staff Cost Before Productivity Adj.     | \$78.37       | \$78.37       |
|  | <i>Productivity Assumptions</i>                                 |               |               |
|  | Total Hours   | 44.00         | 44.00         |
|  | - Supervision and Other Employer Time                           | 0.89          | 0.89          |
|  | - Training  | 0.96          | 0.96          |
|  | - Paid Time Off   | 3.85          | 3.85          |
|  | "Billable" Hours  | 38.30         | 38.30         |
|  | Productivity Adjustment   | 1.15          | 1.15          |
|  | Staff Cost After Productivity Adj. per Billable Hour            | \$90.13       | \$90.13       |
|  | <i>Staffing</i>   |               |               |
|  | - RN Hours per Facility per Week (excl. Admin. & CSSP Hours)    |               |               |
|  | Allocated RN Hours per Participant per Week                     | 0.0           | 0.0           |
|  | <b>Weekly RN Cost per Participant</b>                           | <b>\$0.00</b> | <b>\$0.00</b> |
| Administrator                              | - Specialized Administrator Qualifications                      | None          | None          |
|  | - Administrator Hourly Wage                                     | \$39.35       | \$39.35       |
|  | - Employee Benefit Rate (as a percent of wages)                 | 15.62%        | 15.62%        |
|  | - Workers' Compensation Rate (as a percent of wages)            | 3.65%         | 3.65%         |
|  | Weekly Administrator Cost                                       | \$1,877.31    | \$1,877.31    |
|  | <b>Weekly Administrator Cost per Participant</b>                | <b>\$0.00</b> | <b>\$0.00</b> |
| MD Consult.                                | Average Monthly Payment for MD Consultation                     |               |               |
|  | <b>Weekly MD Consultation Cost per Participant</b>              | <b>\$0.00</b> | <b>\$0.00</b> |
| Consultant Costs                           | - Consultant Hourly Wage  | \$122.46      | \$123.50      |
|  | - Number of Consultant Hours per Participant per Year           |               |               |
|  | Annual Consultant Cost per Participant                          | \$0.00        | \$0.00        |
|  | <b>Weekly Consultant Cost per Participant</b>                   | <b>\$0.00</b> | <b>\$0.00</b> |
| Mileage                                    | - Number of Vehicles Assigned to Facility                       |               |               |
|  | - Maintenance Cost per Mile                                     | \$0.10        | \$0.10        |
|  | - Fuel Cost per Mile  | \$0.30        | \$0.30        |
|  | - Insurance and Registration Cost per Mile                      | \$0.20        | \$0.20        |
|  | Vehicle Operating Cost per Mile                                 | \$0.60        | \$0.60        |
|  | - Vehicle Acquisition Cost per Mile (Standard)                  | \$0.35        | \$0.35        |
|  | - Additional Acquisition Cost                                   | \$15,000      | \$15,000      |
|  | - Vehicle Useful Life, Miles                                    | 150,000       | 150,000       |
|  | Adjusted Vehicle Acquisition Cost per Mile                      | \$0.45        | \$0.45        |
|  | Total Cost per Mile   | \$1.05        | \$1.05        |
|  | - Number of Miles per Vehicle per Week                          | 200           | 210           |
|  | <b>Weekly Mileage Cost per Participant</b>                      | <b>\$0.00</b> | <b>\$0.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Residential Facility for Persons w/ Special Health Care Needs**  
**(ARFPSHN)**

|                                   |   | Base Model    | Harbor        |
|-----------------------------------|---|---------------|---------------|
| Unit of Service                   |   | Month         | Month         |
| Staff Meals                       | Cost of Food per Person per Month                               | \$270.00      | \$270.00      |
|                                   | - Meal Cost per 8-Hour Shift (one meal per shift)               | \$3.00        | \$3.00        |
|                                   | Weekly Staff Hours (excludes administrator)                     | 0             | 0             |
|                                   | - Weekly 8-Hour Shifts  | 0.0           | 0.0           |
|                                   | - Weekly Staff Meal Costs                                       | \$0.00        | \$0.00        |
|                                   | <b>Weekly Staff Meal Cost per Participant</b>                   | <b>\$0.00</b> | <b>\$0.00</b> |
| Facility                          | - Housing Developer Organization (HDO) Home                     |               |               |
|                                   | <i>Monthly Home Lease/Mortgage and Property Tax Cost</i>        |               |               |
|                                   | - Monthly Lease/Mortgage Cost                                   |               |               |
|                                   | - Monthly Property Tax Cost                                     |               |               |
|                                   | <i>Monthly Home Operating Expenses</i>                          |               |               |
|                                   | - Monthly Utilities Cost  |               |               |
|                                   | - Monthly Telephone/ Cable/ Internet Cost                       | \$200.00      | \$200.00      |
|                                   | - Monthly Repair and Maintenance Cost                           | \$500.00      | \$500.00      |
|                                   | <i>Monthly Other Home Expenses</i>                              |               |               |
|                                   | - Monthly Allowance for SSI/SSP per Participant                 | \$1,444.07    | \$1,444.07    |
|                                   | - Monthly Portion of SSI/SSP for Facility Costs per Participant | (\$983.02)    | (\$983.02)    |
|                                   | Monthly Portion of SSI/SSP for Other Home Costs per Participant | \$461.05      | \$461.05      |
| Admin. and<br>Prog.<br>Operations | Monthly Portion of SSI/SSP for Other Home Costs per Home        | \$0.00        | \$0.00        |
|                                   | Monthly Facility Cost   | \$700.00      | \$700.00      |
|                                   | <b>Weekly Facility Cost per Participant</b>                     |               |               |
|                                   | - Program Operations Cost per Week per Participant              | \$70.00       | \$70.00       |
|                                   | - Administration Percent  | 12.0%         | 12.0%         |
|                                   | <b>Administration Cost per Week per Participant</b>             | <b>\$9.55</b> | <b>\$9.55</b> |
|                                   | Total Cost per Participant per Week                             | \$79.55       | \$79.55       |
|                                   | <b>Total Rate per Month per Participant</b>                     |               |               |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supplemental Residential Prog. Supp.**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 3.65%          | 3.65%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.61        | \$22.61        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.99          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.00</b> | <b>\$26.00</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 3.65%          | 3.65%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.23        | \$31.23        |
|                                      | Weekly Supervision Cost                                       | \$1,249.20     | \$1,249.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.17</b>  | <b>\$4.17</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.17        | \$30.17        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.93</b>  | <b>\$1.93</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$32.10</b> | <b>\$32.10</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:10**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44       | \$18.44       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%        | 21.88%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53       | \$23.53       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 2.32          | 2.32          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 26.70         | 26.70         |
|                                      | Productivity Factor   | 1.30          | 1.30          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 10.0          | 10.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 8.80          | 8.80          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$3.48</b> | <b>\$3.48</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Facility                             | - Square Feet of Service Space per Participant                | 75            | 75            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00    | \$1,293.75    |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b> | <b>\$0.98</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76       | \$31.76       |
|                                      | Weekly Supervision Cost                                       | \$1,270.40    | \$1,270.40    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.54</b> | <b>\$0.54</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$4.87        | \$5.00        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.43</b> | <b>\$0.43</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.72</b> | <b>\$0.74</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$6.02</b> | <b>\$6.17</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:9**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44       | \$18.44       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%        | 21.88%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53       | \$23.53       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 2.12          | 2.12          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 26.90         | 26.90         |
|                                      | Productivity Factor   | 1.29          | 1.29          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 9.0           | 9.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 7.92          | 7.92          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$3.83</b> | <b>\$3.83</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Facility                             | - Square Feet of Service Space per Participant                | 75            | 75            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00    | \$1,293.75    |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b> | <b>\$0.98</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76       | \$31.76       |
|                                      | Weekly Supervision Cost                                       | \$1,270.40    | \$1,270.40    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.60</b> | <b>\$0.60</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$5.28        | \$5.41        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.48</b> | <b>\$0.48</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.79</b> | <b>\$0.80</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$6.55</b> | <b>\$6.69</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:8**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44       | \$18.44       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%        | 21.88%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53       | \$23.53       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.94          | 1.94          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.08         | 27.08         |
|                                      | Productivity Factor   | 1.28          | 1.28          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 8.0           | 8.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 7.04          | 7.04          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$4.28</b> | <b>\$4.28</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Facility                             | - Square Feet of Service Space per Participant                | 75            | 75            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00    | \$1,293.75    |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b> | <b>\$0.98</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76       | \$31.76       |
|                                      | Weekly Supervision Cost                                       | \$1,270.40    | \$1,270.40    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.67</b> | <b>\$0.67</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$5.80        | \$5.93        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.54</b> | <b>\$0.54</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.86</b> | <b>\$0.88</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$7.20</b> | <b>\$7.35</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Day Services, 1:7**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44       | \$18.44       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%        | 21.88%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53       | \$23.53       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.74          | 1.74          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.28         | 27.28         |
|                                      | Productivity Factor   | 1.27          | 1.27          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 7.0           | 7.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 6.16          | 6.16          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$4.85</b> | <b>\$4.85</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Facility                             | - Square Feet of Service Space per Participant                | 75            | 75            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00    | \$1,293.75    |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b> | <b>\$0.98</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76       | \$31.76       |
|                                      | Weekly Supervision Cost                                       | \$1,270.40    | \$1,270.40    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.76</b> | <b>\$0.76</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$6.46        | \$6.59        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.61</b> | <b>\$0.61</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.96</b> | <b>\$0.98</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$8.03</b> | <b>\$8.18</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:6**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44       | \$18.44       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%        | 21.88%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53       | \$23.53       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.54          | 1.54          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.48         | 27.48         |
|                                      | Productivity Factor   | 1.26          | 1.26          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 6.0           | 6.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 5.28          | 5.28          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$5.62</b> | <b>\$5.62</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Facility                             | - Square Feet of Service Space per Participant                | 75            | 75            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00    | \$1,293.75    |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b> | <b>\$0.98</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%         | 5.74%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76       | \$31.76       |
|                                      | Weekly Supervision Cost                                       | \$1,270.40    | \$1,270.40    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.88</b> | <b>\$0.88</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$7.35        | \$7.48        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.72</b> | <b>\$0.72</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.10</b> | <b>\$1.12</b> |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$9.17</b> | <b>\$9.32</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:5**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53        | \$23.53        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 1.35           | 1.35           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.67          | 27.67          |
|                                      | Productivity Factor   | 1.25           | 1.25           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 5.0            | 5.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 4.40           | 4.40           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$6.68</b>  | <b>\$6.68</b>  |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Facility                             | - Square Feet of Service Space per Participant                | 75             | 75             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00     | \$1,293.75     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b>  | <b>\$0.98</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.04</b>  | <b>\$1.04</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$8.57         | \$8.70         |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.86</b>  | <b>\$0.86</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.29</b>  | <b>\$1.30</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$10.72</b> | <b>\$10.86</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:4**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53        | \$23.53        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.05          | 28.05          |
|                                      | Productivity Factor   | 1.23           | 1.23           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 4.0            | 4.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 3.52           | 3.52           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$8.22</b>  | <b>\$8.22</b>  |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 3.52           | 3.52           |
|                                      | Allocated Miles per Participant per Week                      | 71.0           | 74.7           |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$2,574.48     | \$2,708.60     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$1.95</b>  | <b>\$2.05</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 75             | 75             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00     | \$1,293.75     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b>  | <b>\$0.98</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.29</b>  | <b>\$1.29</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$12.31        | \$12.54        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.08</b>  | <b>\$1.08</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.83</b>  | <b>\$1.86</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$15.22</b> | <b>\$15.48</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53        | \$23.53        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.05          | 28.05          |
|                                      | Productivity Factor   | 1.23           | 1.23           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 3.0            | 3.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 2.64           | 2.64           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$10.96</b> | <b>\$10.96</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 2.64           | 2.64           |
|                                      | Allocated Miles per Participant per Week                      | 94.7           | 99.6           |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$3,432.88     | \$3,611.23     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$2.60</b>  | <b>\$2.74</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 75             | 75             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00     | \$1,293.75     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b>  | <b>\$0.98</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.72</b>  | <b>\$1.72</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$16.13        | \$16.40        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.43</b>  | <b>\$1.43</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.39</b>  | <b>\$2.43</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$19.95</b> | <b>\$20.26</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Day Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.44        | \$18.44        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.88%         | 21.88%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.53        | \$23.53        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.25          | 28.25          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 2.0            | 2.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 1.76           | 1.76           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$16.31</b> | <b>\$16.31</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 1.76           | 1.76           |
|                                      | Allocated Miles per Participant per Week                      | 142.1          | 149.4          |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$5,149.31     | \$5,416.84     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$3.90</b>  | <b>\$4.10</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 75             | 75             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,125.00     | \$1,293.75     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.85</b>  | <b>\$0.98</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$2.56</b>  | <b>\$2.56</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$23.62        | \$23.95        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.15</b>  | <b>\$2.15</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$3.51</b>  | <b>\$3.56</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$29.28</b> | <b>\$29.66</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavioral Day Services, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
|   | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$21.46        | \$21.46        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.87%         | 19.87%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.96        | \$26.96        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Program Set-Up/ Clean-Up                                    | 0.96           | 0.96           |
|   | - Recordkeeping and Reporting                                 | 0.96           | 0.96           |
|   | - Supervision and Other Employer Time                         | 1.78           | 1.78           |
|   | - Training  | 0.96           | 0.96           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 26.90          | 26.90          |
|   | Productivity Factor   | 1.29           | 1.29           |
|   | Staffing Ratio  |                |                |
|   | - Group Size (Participants per Direct Care Staff)             | 3.0            | 3.0            |
|   | - Participant Attendance Rate                                 | 88%            | 88%            |
|   | - Adjusted Weighted Avg. of No. of Participants per Staff     | 2.64           | 2.64           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$13.17</b> | <b>\$13.17</b> |
| Attendance  | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|   | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|   | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|   | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage   | Amount per Mile   | \$0.725        | \$0.725        |
|   | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|   | - Number of Participants per Vehicle                          | 2.64           | 2.64           |
|   | Allocated Miles per Participant per Week                      | 94.7           | 99.6           |
|   | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$3,432.88     | \$3,611.23     |
| <b>Mileage Cost per Participant per Billable Hour</b>       |   | <b>\$2.60</b>  | <b>\$2.74</b>  |
| Facility  | - Square Feet of Service Space per Participant                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost per Participant                          | \$1,500.00     | \$1,725.00     |
|   | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$1.14</b>  | <b>\$1.31</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|   | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Participant per Billable Hour</b>   |   | <b>\$1.79</b>  | <b>\$1.79</b>  |
| Over-sight  | - BCBA Hourly Cost  | \$122.46       | \$123.50       |
|   | - Hours of Oversight per Week                                 | 2.00           | 2.00           |
|   | <b>Oversight Cost per Billable Hour</b>                       | <b>\$9.10</b>  | <b>\$9.18</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$27.80        | \$28.19        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.43</b>  | <b>\$1.43</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$3.99</b>  | <b>\$4.04</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$33.22</b> | <b>\$33.66</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavioral Day Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$21.46        | \$21.46        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.87%         | 19.87%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.96        | \$26.96        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.96           | 0.96           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 1.78           | 1.78           |
|                                      | - Training  | 0.96           | 0.96           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.09          | 27.09          |
|                                      | Productivity Factor   | 1.28           | 1.28           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 2.0            | 2.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 1.76           | 1.76           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$19.61</b> | <b>\$19.61</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 1.76           | 1.76           |
|                                      | Allocated Miles per Participant per Week                      | 142.1          | 149.4          |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$5,149.31     | \$5,416.84     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$3.90</b>  | <b>\$4.10</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 100            | 100            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,500.00     | \$1,725.00     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$1.14</b>  | <b>\$1.31</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$2.66</b>  | <b>\$2.66</b>  |
| Over-sight                           | - BCBA Hourly Cost  | \$122.46       | \$123.50       |
|                                      | - Hours of Oversight per Week                                 | 2.00           | 2.00           |
|                                      | <b>Oversight Cost per Billable Hour</b>                       | <b>\$9.04</b>  | <b>\$9.12</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$36.35        | \$36.80        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.15</b>  | <b>\$2.15</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$5.25</b>  | <b>\$5.31</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$43.75</b> | <b>\$44.26</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Medical Day Services, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$20.52        | \$20.52        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 20.43%         | 20.43%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$25.89        | \$25.89        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.96           | 0.96           |
|                                      | - Recordkeeping and Reporting                                 | 0.96           | 0.96           |
|                                      | - Supervision and Other Employer Time                         | 1.78           | 1.78           |
|                                      | - Training  | 0.96           | 0.96           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 26.90          | 26.90          |
|                                      | Productivity Factor   | 1.29           | 1.29           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 3.0            | 3.0            |
|                                      | - Participant Attendance Rate                                 | 80%            | 80%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 2.40           | 2.40           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$13.92</b> | <b>\$13.92</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 200.0          | 200.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,200          | 1,200          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 2.40           | 2.40           |
|                                      | Allocated Miles per Participant per Week                      | 104.2          | 109.6          |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$3,776.16     | \$3,972.28     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$3.15</b>  | <b>\$3.31</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 100            | 100            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,500.00     | \$1,725.00     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$1.25</b>  | <b>\$1.44</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.97</b>  | <b>\$1.97</b>  |
| LVN Support                          | - LVN Hourly Wage   | \$34.09        | \$34.09        |
|                                      | - LVN Benefit Rate (as a percent of wages)                    | 16.85%         | 16.85%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly LVN Cost   | \$1,671.64     | \$1,671.64     |
|                                      | - Number of Direct Care Staff Supported                       | 20             | 20             |
|                                      | <b>LVN Support Cost per Participant per Billable Hour</b>     | <b>\$1.29</b>  | <b>\$1.29</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Medical Day Services, 1:3**

|                               |   | Base Model     | Harbor         |
|-------------------------------|---|----------------|----------------|
| Unit of Service               |   | Hour           | Hour           |
| Over-sight                    | - RN Hourly Cost  | \$133.66       | \$134.77       |
|                               | - Hours of Oversight per Week                               | 2.00           | 2.00           |
|                               | <b>Oversight Cost per Billable Hour</b>                     | <b>\$9.94</b>  | <b>\$10.02</b> |
| Admin. and Prog. Operations   | Cost per Hour, Before Program Operations and Administration | \$31.52        | \$31.95        |
|                               | - Daily Program Operations Costs                            | \$20.00        | \$20.00        |
|                               | <b>Program Operations Cost per Billable Hour</b>            | <b>\$1.74</b>  | <b>\$1.74</b>  |
|                               | - Administration Percent                                    | 12.0%          | 12.0%          |
|                               | <b>Administration Cost per Billable Hour</b>                | <b>\$4.54</b>  | <b>\$4.59</b>  |
| <b>Rate per Billable Hour</b> |   | <b>\$37.80</b> | <b>\$38.28</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Medical Day Services, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$20.52        | \$20.52        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 20.43%         | 20.43%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$25.89        | \$25.89        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.96           | 0.96           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 1.78           | 1.78           |
|                                      | - Training  | 0.96           | 0.96           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 27.09          | 27.09          |
|                                      | Productivity Factor   | 1.28           | 1.28           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 2.0            | 2.0            |
|                                      | - Participant Attendance Rate                                 | 80%            | 80%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 1.60           | 1.60           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$20.71</b> | <b>\$20.71</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 200.0          | 200.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,200          | 1,200          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 1.60           | 1.60           |
|                                      | Allocated Miles per Participant per Week                      | 156.3          | 164.4          |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$5,664.06     | \$5,958.78     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$4.72</b>  | <b>\$4.97</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 100            | 100            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost per Participant                          | \$1,500.00     | \$1,725.00     |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$1.25</b>  | <b>\$1.44</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$2.93</b>  | <b>\$2.93</b>  |
| LVN Support                          | - LVN Hourly Wage   | \$34.09        | \$34.09        |
|                                      | - LVN Benefit Rate (as a percent of wages)                    | 16.85%         | 16.85%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly LVN Cost   | \$1,671.64     | \$1,671.64     |
|                                      | - Number of Direct Care Staff Supported                       | 20             | 20             |
|                                      | <b>LVN Support Cost per Participant per Billable Hour</b>     | <b>\$1.93</b>  | <b>\$1.93</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Medical Day Services, 1:2**

|                               |   | Base Model     | Harbor         |
|-------------------------------|---|----------------|----------------|
| Unit of Service               |   | Hour           | Hour           |
| Over-sight                    | - RN Hourly Cost  | \$133.66       | \$134.77       |
|                               | - Hours of Oversight per Week                               | 2.00           | 2.00           |
|                               | <b>Oversight Cost per Billable Hour</b>                     | <b>\$9.87</b>  | <b>\$9.95</b>  |
| Admin. and Prog. Operations   | Cost per Hour, Before Program Operations and Administration | \$41.41        | \$41.93        |
|                               | - Daily Program Operations Costs                            | \$20.00        | \$20.00        |
|                               | <b>Program Operations Cost per Billable Hour</b>            | <b>\$2.60</b>  | <b>\$2.60</b>  |
|                               | - Administration Percent                                    | 12.0%          | 12.0%          |
|                               | <b>Administration Cost per Billable Hour</b>                | <b>\$6.00</b>  | <b>\$6.07</b>  |
| <b>Rate per Billable Hour</b> |   | <b>\$50.01</b> | <b>\$50.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**In-home/Mobile Day Program, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.02          | 29.02          |
|                                      | Productivity Factor   | 1.19           | 1.19           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 3.0            | 3.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 2.64           | 2.64           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$10.41</b> | <b>\$10.41</b> |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 150            | 158            |
|                                      | - Number of Participants per Vehicle                          | 2.64           | 2.64           |
|                                      | Allocated Miles per Participant per Week                      | 56.8           | 59.9           |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$2,059.73     | \$2,169.56     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$1.56</b>  | <b>\$1.64</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.65</b>  | <b>\$1.65</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$13.62        | \$13.70        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.31</b>  | <b>\$1.31</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.04</b>  | <b>\$2.05</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$16.97</b> | <b>\$17.06</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**In-home/Mobile Day Program, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.22          | 29.22          |
|                                      | Productivity Factor   | 1.18           | 1.18           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 2.0            | 2.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 1.76           | 1.76           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$15.48</b> | <b>\$15.48</b> |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 150            | 158            |
|                                      | - Number of Participants per Vehicle                          | 1.76           | 1.76           |
|                                      | Allocated Miles per Participant per Week                      | 85.2           | 89.8           |
|                                      | Annual Mileage Cost/ Participant (at 250 days of operation)   | \$3,089.59     | \$3,254.16     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$2.34</b>  | <b>\$2.47</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$2.45</b>  | <b>\$2.45</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$20.27        | \$20.40        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.94</b>  | <b>\$1.94</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$3.03</b>  | <b>\$3.05</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$25.24</b> | <b>\$25.39</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**In-home/Mobile Day Program, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.09        | \$23.09        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.77           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.45          | 28.45          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.17</b> | <b>\$28.17</b> |
| Mileage                              | - Number of Miles Traveled per Week                           | 150            | 158            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$108.75       | \$114.55       |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.82</b>  | <b>\$4.03</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 4.83%          | 4.83%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.53        | \$31.53        |
|                                      | Weekly Supervision Cost                                       | \$1,261.20     | \$1,261.20     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.43</b>  | <b>\$4.43</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$36.42        | \$36.63        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.51</b>  | <b>\$3.51</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$5.45</b>  | <b>\$5.47</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$45.38</b> | <b>\$45.61</b> |



### Participant-Directed Community-Based Training, 1:2

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Participant-Directed Community-Based Training, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.26        | \$23.26        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.79           | 0.79           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.65          | 30.65          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.28</b> | <b>\$26.28</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$26.28        | \$26.28        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$26.28</b> | <b>\$26.28</b> |

### Participant-Directed Community-Based Training, 1:3 - Overtime

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.96        | \$30.96        |
|                                      |   |                |                |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.96        | \$30.96        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$30.96        | \$30.96        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$12.38</b> | <b>\$12.38</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Participant-Directed Community-Based Training, 1:2 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.96        | \$30.96        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.96        | \$30.96        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| Cost per Billable Hour               |   | \$30.96        | \$30.96        |
| - Rate Premium                       |   | 10%            | 10%            |
| - Number of Individuals Served       |   | 2              | 2              |
| <b>Rate per Billable Hour</b>        |   | <b>\$17.03</b> | <b>\$17.03</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Participant-Directed Community-Based Training, 1:1 - Overtime**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Direct Care Staff Hourly Wage (time-and-a-half)             | \$27.30        | \$27.30        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 7.65%          | 7.65%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.96        | \$30.96        |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.96        | \$30.96        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$30.96</b> | <b>\$30.96</b> |



**DDS Vendor Rate Study - Rate Models**  
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**Supplemental Day Program Support**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.99        | \$22.99        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.99          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.44</b> | <b>\$26.44</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.24</b>  | <b>\$4.24</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.68        | \$30.68        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.96</b>  | <b>\$1.96</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$32.64</b> | <b>\$32.64</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Company (All Vehicle Sizes)**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Vehicle         | Vehicle         |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$29.21         | \$29.21         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.63%          | 16.63%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 8.17%           | 8.17%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$36.45         | \$36.45         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Supervision and Other Employer Time                         | 0.90            | 0.90            |
|                                      | - Training  | 0.67            | 0.67            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 29.99           | 29.99           |
|                                      | Productivity Factor   | 1.15            | 1.15            |
|                                      | - Staff Hours per Day   | 6.00            | 6.00            |
|                                      | <b>Staff Cost per Day</b>                                     | <b>\$251.51</b> | <b>\$251.51</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$35.74         | \$35.74         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 16.43%          | 16.43%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 8.17%           | 8.17%           |
|                                      | Weekly Supervision Cost                                       | \$1,781.28      | \$1,781.28      |
|                                      | - Number of Direct Care Staff Supervised                      | 10              | 10              |
|                                      | <b>Supervision Cost per Day</b>                               | <b>\$35.63</b>  | <b>\$35.63</b>  |
| Admin. and Prog. Operations          | Cost per Day, Before Program Operations and Administration    | \$287.14        | \$287.14        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Day</b>                        | <b>\$20.00</b>  | <b>\$20.00</b>  |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Day</b>                            | <b>\$41.88</b>  | <b>\$41.88</b>  |
|                                      | Cost per Day  | \$349.02        | \$349.02        |
|                                      | <b>Rate per Vehicle (Morning/Afternoon)</b>                   | <b>\$174.51</b> | <b>\$174.51</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Company (Small)**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
|                                | Unit of Service   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.10                      |
|                                | - Fuel Cost per Mile  | \$0.30                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.20                      |
|                                | Operating Cost per Mile                                     | \$0.60                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | <b>Cost per Mile</b>  | <b>\$0.95</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$0.95                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.13</b>               |
|                                | <b>Rate per Mile</b>  | <b>\$1.08</b>               |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Company (Small), Non-Ambulatory**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
| Unit of Service                |   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.10                      |
|                                | - Fuel Cost per Mile  | \$0.30                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.20                      |
|                                | Operating Cost per Mile                                     | \$0.60                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | - Additional Acquisition Cost                               | \$15,000                    |
|                                | - Vehicle Useful Life, Miles                                | 150,000                     |
|                                | Adjusted Vehicle Acquisition Cost per Mile                  | \$0.45                      |
|                                | <b>Cost per Mile</b>  | <b>\$1.05</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$1.05                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.14</b>               |
| <b>Rate per Mile</b>           |   | <b>\$1.19</b>               |

**DDS Vendor Rate Study - Rate Models**  
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**Transportation, Company (Medium)**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
| Unit of Service                |   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.30                      |
|                                | - Fuel Cost per Mile  | \$0.50                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.35                      |
|                                | Operating Cost per Mile                                     | \$1.15                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | - Additional Acquisition Cost                               | \$30,000                    |
|                                | - Vehicle Useful Life, Miles                                | 150,000                     |
|                                | Adjusted Vehicle Acquisition Cost per Mile                  | \$0.55                      |
|                                | <b>Cost per Mile</b>  | <b>\$1.70</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$1.70                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.23</b>               |
| <b>Rate per Mile</b>           |   | <b>\$1.93</b>               |

**DDS Vendor Rate Study - Rate Models**  
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**Transportation, Company (Medium), Non-Ambulatory**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
| Unit of Service                |   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.30                      |
|                                | - Fuel Cost per Mile  | \$0.50                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.35                      |
|                                | Operating Cost per Mile                                     | \$1.15                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | - Additional Acquisition Cost                               | \$45,000                    |
|                                | - Vehicle Useful Life, Miles                                | 150,000                     |
|                                | Adjusted Vehicle Acquisition Cost per Mile                  | \$0.65                      |
|                                | <b>Cost per Mile</b>  | <b>\$1.80</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$1.80                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.25</b>               |
| <b>Rate per Mile</b>           |   | <b>\$2.05</b>               |

**DDS Vendor Rate Study - Rate Models**  
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**Transportation, Company (Large)**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
| Unit of Service                |   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.40                      |
|                                | - Fuel Cost per Mile  | \$0.65                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.45                      |
|                                | Operating Cost per Mile                                     | \$1.50                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | - Additional Acquisition Cost                               | \$60,000                    |
|                                | - Vehicle Useful Life, Miles                                | 150,000                     |
|                                | Adjusted Vehicle Acquisition Cost per Mile                  | \$0.75                      |
|                                | <b>Cost per Mile</b>  | <b>\$2.25</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$2.25                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.31</b>               |
| <b>Rate per Mile</b>           |   | <b>\$2.56</b>               |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Company (Large), Non-Ambulatory**

|                                |   | Base Model<br>(All Regions) |
|--------------------------------|---|-----------------------------|
| Unit of Service                |   | Mile                        |
| Mileage                        | - Maintenance Cost per Mile                                 | \$0.40                      |
|                                | - Fuel Cost per Mile  | \$0.65                      |
|                                | - Insurance and Registration Cost per Mile                  | \$0.45                      |
|                                | Operating Cost per Mile                                     | \$1.50                      |
|                                | - Vehicle Acquisition Cost per Mile (Standard)              | \$0.35                      |
|                                | - Additional Acquisition Cost                               | \$75,000                    |
|                                | - Vehicle Useful Life, Miles                                | 150,000                     |
|                                | Adjusted Vehicle Acquisition Cost per Mile                  | \$0.85                      |
|                                | <b>Cost per Mile</b>  | <b>\$2.35</b>               |
| Admin. and Prog.<br>Operations | Cost per Mile, Before Program Operations and Administration | \$2.35                      |
|                                | - Daily Program Operations Costs                            | \$0.00                      |
|                                | <b>Program Operations Cost per Mile</b>                     | <b>\$0.00</b>               |
|                                | - Administration Percent                                    | 12.0%                       |
|                                | <b>Administration Cost per Mile</b>                         | <b>\$0.32</b>               |
| <b>Rate per Mile</b>           |   | <b>\$2.67</b>               |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Additional Component**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Trip           | Trip           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.26        | \$23.26        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.99          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.75</b> | <b>\$26.75</b> |
| Mileage                              | - Number of Miles Traveled per Trip                           | 15.0           | 15.8           |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | <b>Mileage Cost per Trip</b>                                  | <b>\$10.88</b> | <b>\$11.46</b> |
|                                      | - Number of Staff Hours per Trip                              | 0.57           | 0.59           |
|                                      | - Amount per Staff Hour                                       | \$26.75        | \$26.75        |
|                                      | <b>Staff Cost per Trip</b>                                    | <b>\$15.25</b> | <b>\$15.78</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Trip</b>                              | <b>\$2.41</b>  | <b>\$2.50</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$28.54        | \$29.74        |
|                                      | -Program Operations Cost                                      | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Trip</b>                       | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Trip</b>                           | <b>\$3.89</b>  | <b>\$4.06</b>  |
|                                      | Cost per Trip   | \$32.43        | \$33.80        |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Participant per Trip</b>                          | <b>\$16.22</b> | <b>\$16.90</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation, Additional Component, Non-Ambulatory**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Trip           | Trip           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.26        | \$23.26        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 29.99          | 29.99          |
|                                      | Productivity Factor   | 1.15           | 1.15           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$26.75</b> | <b>\$26.75</b> |
|                                      |   |                |                |
| Mileage                              | - Number of Miles Traveled per Trip                           | 15.0           | 15.8           |
|                                      | - Amount per Mile (less vehicle acquisition)                  | \$0.375        | \$0.375        |
|                                      | - Vehicle acquisition   | \$55,000       | \$55,000       |
|                                      | - Less: Vehicle trade-in/salvage value                        | \$5,500        | \$5,500        |
|                                      | - Vehicle useful life, miles                                  | 125,000        | 125,000        |
|                                      | - Vehicle acquisition per Mile                                | \$0.396        | \$0.396        |
|                                      | - Adjusted amount per Mile                                    | \$0.771        | \$0.771        |
|                                      | <b>Mileage Cost per Trip</b>                                  | <b>\$11.57</b> | <b>\$12.18</b> |
|                                      | - Number of Staff Hours per Trip                              | 0.60           | 0.62           |
|                                      | - Amount per Staff Hour                                       | \$26.75        | \$26.75        |
|                                      | <b>Staff Cost per Trip</b>                                    | <b>\$16.05</b> | <b>\$16.59</b> |
|                                      |   |                |                |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Weekly Supervision Cost                                       | \$1,270.28     | \$1,270.28     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Trip</b>                              | <b>\$2.54</b>  | <b>\$2.63</b>  |
|                                      |   |                |                |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$30.16        | \$31.40        |
|                                      | -Program Operations Cost                                      | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Trip</b>                       | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Trip</b>                           | <b>\$4.11</b>  | <b>\$4.28</b>  |
|                                      |   |                |                |
|                                      | Cost per Trip   | \$34.27        | \$35.68        |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Participant per Trip</b>                          | <b>\$17.14</b> | <b>\$17.84</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation Assistant**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$17.96        | \$17.96        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.25%         | 22.25%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$22.99        | \$22.99        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time without Individuals                             | 1.54           | 1.62           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.45          | 28.37          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$28.05</b> | <b>\$28.05</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.76        | \$31.76        |
|                                      | Weekly Supervision Cost                                       | \$1,270.40     | \$1,270.40     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.47</b>  | <b>\$4.48</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$32.52        | \$32.53        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 6.0%           | 6.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$2.08</b>  | <b>\$2.08</b>  |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$34.60</b> | <b>\$34.61</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Transportation Broker**

|   |  | Base Model<br>(All Regions) |
|---|--|-----------------------------|
| Unit of Service                                 |  | Month                       |
| Program Operations<br>(Staff and Related Costs) | - Trip Coordination/ Scheduling                                | \$10.30                     |
|   | - Customer Support   | \$6.30                      |
|   | - Grievance and Incident Reporting                             | \$6.50                      |
|   | - Contract Administration                                      | \$6.10                      |
|   | - Billing and Fiscal Administration                            | \$9.60                      |
|   | - Compliance Monitoring  | \$7.20                      |
|   | - Training (e.g. drivers)                                      | \$3.10                      |
|   | <b>Monthly Program Operations Cost per Participant</b>         | <b>\$49.10</b>              |
| Technology/ Infrastructure<br>Costs             | - Scheduling and Routing Software, GPS Tracking, Telematics    | \$12.50                     |
|   | - Call Center Infrastructure                                   | \$0.40                      |
|   | - Communication Systems (radios, tablets, phones, VOIP)        | \$0.50                      |
|   | - Automated Notifications                                      | \$0.40                      |
|   | - Client Portals/Dashboards, Analytics and Reporting Tools     | \$0.30                      |
|   | - Other Information Technology Costs                           | \$2.30                      |
|   | - Information Technology Staff Costs                           | \$5.60                      |
|   | <b>Monthly Technology/ Infrastructure Cost per Participant</b> | <b>\$22.00</b>              |
| Admin.  | Cost per Month per Participant, Before Administration          | \$71.10                     |
|   | - Administration Percent                                       | 12.0%                       |
|   | <b>Monthly Administration Cost per Participant</b>             | <b>\$9.70</b>               |
| <b>Rate per Participant per Month</b>           |  | <b>\$80.80</b>              |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Employment-Group**

|   |  | Base Model     | Harbor         |
|---|--|----------------|----------------|
| Unit of Service   |  | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                              | - Percent of Direct Care Staff Working Full-Time                 | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                                  | \$24.88        | \$24.88        |
|   | - Employee Benefit Rate (as a percent of wages)                  | 18.19%         | 18.19%         |
|   | - Workers' Compensation Rate (as a percent of wages)             | 5.74%          | 5.74%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits)    | \$30.83        | \$30.83        |
|   | <i>Productivity Adjustments</i>                                  |                |                |
|   | Total Hours  | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                                | 2.32           | 2.44           |
|   | - Collateral Contacts (not billable)                             | 0.77           | 0.77           |
|   | - Recordkeeping and Reporting                                    | 0.77           | 0.77           |
|   | - Supervision and Other Employer Time                            | 0.68           | 0.68           |
|   | - Training   | 0.67           | 0.67           |
|   | - Paid Time Off  | 3.04           | 3.04           |
|   | "Billable" Hours   | 26.35          | 26.23          |
|   | Productivity Factor  | 1.31           | 1.32           |
| <b>Staff Cost After Productivity Adj. per Billable Staff Hour</b> |  | <b>\$40.39</b> | <b>\$40.70</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                      | 150            | 158            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff            | 130            | 137            |
|   | - Amount per Mile  | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost  | \$94.25        | \$99.33        |
|   | <b>Mileage Cost per Billable Staff Hour</b>                      | <b>\$3.58</b>  | <b>\$3.79</b>  |
| CARF Accreditation  | - Accreditation, three years                                     | \$10,000       | \$10,000       |
|   | - Accreditation, annual amount                                   | \$3,333.33     | \$3,333.33     |
|   | - Number of Job Coaches per accreditation                        | 5.00           | 5.00           |
|   | - Accreditation, annual cost per Job Coach                       | \$667.00       | \$667.00       |
|   | - Annual billable hours per Job Coach, Total                     | 1,370.20       | 1,363.96       |
|   | <b>Accreditation cost per Individual per Billable Staff Hour</b> | <b>\$0.49</b>  | <b>\$0.49</b>  |
| Admin. and Prog. Operations                                       | Cost per Hour, Before Program Operations and Administration      | \$44.46        | \$44.98        |
|   | - Daily Program Operations Costs                                 | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Staff Hour</b>           | <b>\$3.80</b>  | <b>\$3.81</b>  |
|   | - Administration Percent   | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Staff Hour</b>               | <b>\$6.58</b>  | <b>\$6.65</b>  |
| <b>Rate per Billable Staff Hour</b>                               |  | <b>\$54.84</b> | <b>\$55.44</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Participant-Directed Supported Employment, 1:1**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$24.88        | \$24.88        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.19%         | 18.19%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.83        | \$30.83        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.79           | 0.79           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.65          | 30.65          |
|                                      | Productivity Factor   | 1.13           | 1.13           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$34.84</b> | <b>\$34.84</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$34.84        | \$34.84        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$34.84</b> | <b>\$34.84</b> |

### Participant-Directed Supported Employment, 1:2

|                                      |   | Base Model  | Harbor         |
|--------------------------------------|---|---|----------------|
|                                      | Unit of Service   | Hour  | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%   | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$24.88   | \$24.88        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.19%  | 18.19%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%   | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.83   | \$30.83        |
|                                      | <i>Productivity Adjustments</i>                               |   |                |
|                                      | Total Hours   | 34.60   | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.79  | 0.79           |
|                                      | - Training  | 0.12  | 0.12           |
|                                      | - Paid Time Off   | 3.04  | 3.04           |
|                                      | "Billable" Hours  | 30.65   | 30.65          |
|                                      | Productivity Factor   | 1.13  | 1.13           |
|                                      |   | <b>Staff Cost After Productivity Adj. per Billable Hour</b> | <b>\$34.84</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$34.84   | \$34.84        |
|                                      | - Daily Program Operations Costs                              | \$0.00  | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>   | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%  | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>   | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$34.84   | \$34.84        |
|                                      | - Rate Premium  | 10%   | 10%            |
|                                      | - Number of Individuals Served                                | 2   | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$19.16</b>  | <b>\$19.16</b> |

### Participant-Directed Supported Employment, 1:3

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
|                                      | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$24.88        | \$24.88        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.19%         | 18.19%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.83        | \$30.83        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Recordkeeping and Reporting                                 | 0.99           | 0.99           |
|                                      | - Training  | 0.12           | 0.12           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 30.45          | 30.45          |
|                                      | Productivity Factor   | 1.14           | 1.14           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$35.15</b> | <b>\$35.15</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$35.15        | \$35.15        |
|                                      | - Daily Program Operations Costs                              | \$0.00         | \$0.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | - Administration Percent                                      | 0.0%           | 0.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.00</b>  | <b>\$0.00</b>  |
|                                      | Cost per Billable Hour  | \$35.15        | \$35.15        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$14.06</b> | <b>\$14.06</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Employment-Individual, Job Development**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$30.77        | \$30.77        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.18%         | 16.18%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$37.51        | \$37.51        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 1.54           | 1.62           |
|                                      | - Networking/ General Development Activities                  | 3.86           | 3.85           |
|                                      | - Supervision and Other Employer Time                         | 0.68           | 0.68           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 24.81          | 24.74          |
|                                      | Productivity Factor   | 1.39           | 1.40           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$52.14</b> | <b>\$52.51</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 100            | 105            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 87             | 91             |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$63.08        | \$65.98        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$2.54</b>  | <b>\$2.67</b>  |
| CARF Accreditation                   | - Accreditation, three years                                  | \$10,000       | \$10,000       |
|                                      | - Accreditation, annual amount                                | \$3,333.33     | \$3,333.33     |
|                                      | - Number of Job Developers per accreditation                  | 5.00           | 5.00           |
|                                      | - Accreditation, annual cost per Job Developer                | \$667.00       | \$667.00       |
|                                      | - Annual billable hours per Job Developer, Total              | 1,290.12       | 1,286.48       |
|                                      | <b>Accreditation cost per Individual per Billable Hour</b>    | <b>\$0.52</b>  | <b>\$0.52</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$55.20        | \$55.70        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.03</b>  | <b>\$4.04</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.08</b>  | <b>\$8.15</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$67.31</b> | <b>\$67.89</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Supported Employment-Individual, Job Development, Excess  
Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$30.77           | \$30.77           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.18%            | 16.18%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%             | 5.74%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$37.51           | \$37.51           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.68              | 0.68              |
|                                      | - Training  | 0.67              | 0.67              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 30.21             | 30.21             |
|                                      | Productivity Factor   | 1.15              | 1.15              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$43.14           | \$43.14           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,303.26</b> | <b>\$1,303.26</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,200             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$870.00</b>   | <b>\$870.00</b>   |
| CARF Accreditation                   | - Accreditation, three years                                  | \$10,000          | \$10,000          |
|                                      | - Accreditation, annual amount                                | \$3,333.33        | \$3,333.33        |
|                                      | - Number of Job Developers per accreditation                  | 5.00              | 5.00              |
|                                      | - Accreditation, annual cost per Job Developer                | \$667.00          | \$667.00          |
|                                      | <b>Accreditation cost per Individual per Week</b>             | <b>\$12.83</b>    | <b>\$12.83</b>    |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,186.09        | \$2,186.09        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$200.46</b>   | <b>\$201.63</b>   |
|                                      | <b>Rate per Mile</b>  | <b>\$2.07</b>     | <b>\$2.07</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Employment-Individual, Job Coaching**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$24.88        | \$24.88        |
|   | - Employee Benefit Rate (as a percent of wages)               | 18.19%         | 18.19%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 5.74%          | 5.74%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.83        | \$30.83        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 2.32           | 2.44           |
|   | - Collateral Contacts (not billable)                          | 0.77           | 0.77           |
|   | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|   | - Supervision and Other Employer Time                         | 0.68           | 0.68           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 26.35          | 26.23          |
|   | Productivity Factor   | 1.31           | 1.32           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$40.39</b> | <b>\$40.70</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 150            | 158            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 130            | 137            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$94.25        | \$99.33        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$3.58</b>  | <b>\$3.79</b>  |
| CARF Accreditation  | - Accreditation, three years                                  | \$10,000       | \$10,000       |
|   | - Accreditation, annual amount                                | \$3,333.33     | \$3,333.33     |
|   | - Number of Job Coaches per accreditation                     | 5.00           | 5.00           |
|   | - Accreditation, annual cost per Job Coach                    | \$667.00       | \$667.00       |
|   | - Annual billable hours per Job Coach, Total                  | 1,370.20       | 1,363.96       |
|   | <b>Accreditation cost per Individual per Billable Hour</b>    | <b>\$0.49</b>  | <b>\$0.49</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$44.46        | \$44.98        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>  | <b>\$3.81</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.58</b>  | <b>\$6.65</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$54.84</b> | <b>\$55.44</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Supported Employment-Individual, Job Coaching, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$24.88           | \$24.88           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 18.19%            | 18.19%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.74%             | 5.74%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.83           | \$30.83           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.68              | 0.68              |
|                                      | - Training  | 0.67              | 0.67              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 30.21             | 30.21             |
|                                      | Productivity Factor   | 1.15              | 1.15              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$35.45           | \$35.45           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,070.94</b> | <b>\$1,070.94</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,200             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$870.00</b>   | <b>\$870.00</b>   |
| CARF Accreditation                   | - Accreditation, three years                                  | \$10,000          | \$10,000          |
|                                      | - Accreditation, annual amount                                | \$3,333.33        | \$3,333.33        |
|                                      | - Number of Job Developers per accreditation                  | 5.00              | 5.00              |
|                                      | - Accreditation, annual cost per Job Developer                | \$667.00          | \$667.00          |
|                                      | <b>Accreditation cost per Individual per Week</b>             | <b>\$12.83</b>    | <b>\$12.83</b>    |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$1,953.77        | \$1,953.77        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$173.38</b>   | <b>\$174.43</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$1.86</b>     | <b>\$1.86</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:35+**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.94          | 1.94          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.08         | 27.08         |
|                                      | Productivity Factor   | 1.28          | 1.28          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 35.0          | 35.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 30.80         | 30.80         |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$0.96</b> | <b>\$0.96</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.16</b> | <b>\$0.16</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$2.26        | \$2.35        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.12</b> | <b>\$0.12</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.32</b> | <b>\$0.34</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$2.70</b> | <b>\$2.81</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:30-34**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.74          | 1.74          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.28         | 27.28         |
|                                      | Productivity Factor   | 1.27          | 1.27          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 32.0          | 32.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 28.16         | 28.16         |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$1.04</b> | <b>\$1.04</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.18</b> | <b>\$0.18</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$2.36        | \$2.45        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.13</b> | <b>\$0.13</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.34</b> | <b>\$0.35</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$2.83</b> | <b>\$2.93</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:25-29**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.54          | 1.54          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.48         | 27.48         |
|                                      | Productivity Factor   | 1.26          | 1.26          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 27.0          | 27.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 23.76         | 23.76         |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$1.23</b> | <b>\$1.23</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.21</b> | <b>\$0.21</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$2.58        | \$2.67        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.16</b> | <b>\$0.16</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.37</b> | <b>\$0.39</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$3.11</b> | <b>\$3.22</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:20-24**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 1.35          | 1.35          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 27.67         | 27.67         |
|                                      | Productivity Factor   | 1.25          | 1.25          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 22.0          | 22.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 19.36         | 19.36         |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$1.50</b> | <b>\$1.50</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.26</b> | <b>\$0.26</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$2.90        | \$2.99        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.20</b> | <b>\$0.20</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.42</b> | <b>\$0.44</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$3.52</b> | <b>\$3.63</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:15-19**

|   |   | Base Model    | Harbor        |
|---|---|---------------|---------------|
| Unit of Service   |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|   | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|   | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|   | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|   | <i>Productivity Adjustments</i>                               |               |               |
|   | Total Hours   | 34.60         | 34.60         |
|   | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|   | - Recordkeeping and Reporting                                 | 1.16          | 1.16          |
|   | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|   | - Training  | 0.67          | 0.67          |
|   | - Paid Time Off   | 3.04          | 3.04          |
|   | "Billable" Hours  | 27.86         | 27.86         |
|   | Productivity Factor   | 1.24          | 1.24          |
|   | Staffing Ratio  |               |               |
|   | - Group Size (Participants per Direct Care Staff)             | 17.0          | 17.0          |
|   | - Participant Attendance Rate                                 | 88%           | 88%           |
|   | - Adjusted Weighted Avg. of No. of Participants per Staff     | 14.96         | 14.96         |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$1.92</b> | <b>\$1.92</b> |
| Attendance  | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|   | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|   | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|   | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage   | Amount per Mile   | \$0.725       | \$0.725       |
|   | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|   | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|   | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|   | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|   | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision   | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|   | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|   | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|   | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|   | - Number of Direct Care Staff Supervised                      | 10            | 10            |
| <b>Supervision Cost per Participant per Billable Hour</b>   |   | <b>\$0.33</b> | <b>\$0.33</b> |
| Facility  | - Square Feet of Service Space per Participant                | 50            | 50            |
|   | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|   | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|   | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|   | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$3.39        | \$3.48        |
|   | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.25</b> | <b>\$0.25</b> |
|   | - Administration Percent                                      | 12.0%         | 12.0%         |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.50</b> | <b>\$0.51</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$4.14</b> | <b>\$4.24</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:10-14**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 0.97          | 0.97          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 28.05         | 28.05         |
|                                      | Productivity Factor   | 1.23          | 1.23          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 12.0          | 12.0          |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 10.56         | 10.56         |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$2.70</b> | <b>\$2.70</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.47</b> | <b>\$0.47</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$4.31        | \$4.40        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.36</b> | <b>\$0.36</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.64</b> | <b>\$0.65</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$5.31</b> | <b>\$5.41</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:9**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 0.77          | 0.77          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 28.25         | 28.25         |
|                                      | Productivity Factor   | 1.22          | 1.22          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 9.0           | 9.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 7.92          | 7.92          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$3.57</b> | <b>\$3.57</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.63</b> | <b>\$0.63</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$5.34        | \$5.43        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.48</b> | <b>\$0.48</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.79</b> | <b>\$0.81</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$6.61</b> | <b>\$6.72</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:8**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 0.77          | 0.77          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 28.25         | 28.25         |
|                                      | Productivity Factor   | 1.22          | 1.22          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 8.0           | 8.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 7.04          | 7.04          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$4.01</b> | <b>\$4.01</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.71</b> | <b>\$0.71</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$5.86        | \$5.95        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.54</b> | <b>\$0.54</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.87</b> | <b>\$0.89</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$7.27</b> | <b>\$7.38</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Work Activity Program, 1:7**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 0.77          | 0.77          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 28.25         | 28.25         |
|                                      | Productivity Factor   | 1.22          | 1.22          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 7.0           | 7.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 6.16          | 6.16          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$4.59</b> | <b>\$4.59</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.81</b> | <b>\$0.81</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$6.54        | \$6.63        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.61</b> | <b>\$0.61</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$0.98</b> | <b>\$0.99</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$8.13</b> | <b>\$8.23</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:6**

|                                      |   | Base Model    | Harbor        |
|--------------------------------------|---|---------------|---------------|
| Unit of Service                      |   | Hour          | Hour          |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%           | 70%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20       | \$18.20       |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%        | 22.06%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16       | \$23.16       |
|                                      | <i>Productivity Adjustments</i>                               |               |               |
|                                      | Total Hours   | 34.60         | 34.60         |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97          | 0.97          |
|                                      | - Recordkeeping and Reporting                                 | 0.77          | 0.77          |
|                                      | - Supervision and Other Employer Time                         | 0.90          | 0.90          |
|                                      | - Training  | 0.67          | 0.67          |
|                                      | - Paid Time Off   | 3.04          | 3.04          |
|                                      | "Billable" Hours  | 28.25         | 28.25         |
|                                      | Productivity Factor   | 1.22          | 1.22          |
|                                      | Staffing Ratio  |               |               |
|                                      | - Group Size (Participants per Direct Care Staff)             | 6.0           | 6.0           |
|                                      | - Participant Attendance Rate                                 | 88%           | 88%           |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 5.28          | 5.28          |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$5.35</b> | <b>\$5.35</b> |
| Attendance                           | - Annual Days of Program Operations                           | 250.0         | 250.0         |
|                                      | - Annual Days of Participant Attendance                       | 220.0         | 220.0         |
|                                      | - Hours per Day of Participant Attendance                     | 6.00          | 6.00          |
|                                      | Hours per Year of Participant Attendance                      | 1,320         | 1,320         |
| Mileage                              | Amount per Mile   | \$0.725       | \$0.725       |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250           | 263           |
|                                      | - Number of Participants per Vehicle                          | 8.00          | 8.00          |
|                                      | Allocated Miles per Participant per Week                      | 31.3          | 32.9          |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81    | \$1,191.90    |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b> | <b>\$0.90</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24       | \$25.24       |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%        | 20.08%        |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%         | 5.20%         |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62       | \$31.62       |
|                                      | Weekly Supervision Cost                                       | \$1,264.80    | \$1,264.80    |
|                                      | - Number of Direct Care Staff Supervised                      | 10            | 10            |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$0.94</b> | <b>\$0.94</b> |
| Facility                             | - Square Feet of Service Space per Participant                | 50            | 50            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00       | \$17.25       |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%         | 50.0%         |
|                                      | Annual Facility Cost per Participant                          | \$375.00      | \$431.25      |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b> | <b>\$0.33</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$7.43        | \$7.52        |
|                                      | - Daily Program Operations Costs                              | \$20.00       | \$20.00       |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.72</b> | <b>\$0.72</b> |
|                                      | - Administration Percent                                      | 12.0%         | 12.0%         |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.11</b> | <b>\$1.12</b> |
| <b>Rate per Billable Hour</b>        |   | <b>\$9.26</b> | <b>\$9.36</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:5**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%          | 5.20%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16        | \$23.16        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.25          | 28.25          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 5.0            | 5.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 4.40           | 4.40           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$6.42</b>  | <b>\$6.42</b>  |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 8.00           | 8.00           |
|                                      | Allocated Miles per Participant per Week                      | 31.3           | 32.9           |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81     | \$1,191.90     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b>  | <b>\$0.90</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%          | 5.20%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62        | \$31.62        |
|                                      | Weekly Supervision Cost                                       | \$1,264.80     | \$1,264.80     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.13</b>  | <b>\$1.13</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 50             | 50             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%          | 50.0%          |
|                                      | Annual Facility Cost per Participant                          | \$375.00       | \$431.25       |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b>  | <b>\$0.33</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$8.69         | \$8.78         |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$0.86</b>  | <b>\$0.86</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.30</b>  | <b>\$1.31</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$10.85</b> | <b>\$10.95</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Work Activity Program, 1:4**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$18.20        | \$18.20        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 22.06%         | 22.06%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%          | 5.20%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.16        | \$23.16        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|                                      | - Recordkeeping and Reporting                                 | 0.77           | 0.77           |
|                                      | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|                                      | - Training  | 0.67           | 0.67           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 28.25          | 28.25          |
|                                      | Productivity Factor   | 1.22           | 1.22           |
|                                      | Staffing Ratio  |                |                |
|                                      | - Group Size (Participants per Direct Care Staff)             | 4.0            | 4.0            |
|                                      | - Participant Attendance Rate                                 | 88%            | 88%            |
|                                      | - Adjusted Weighted Avg. of No. of Participants per Staff     | 3.52           | 3.52           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$8.03</b>  | <b>\$8.03</b>  |
| Attendance                           | - Annual Days of Program Operations                           | 250.0          | 250.0          |
|                                      | - Annual Days of Participant Attendance                       | 220.0          | 220.0          |
|                                      | - Hours per Day of Participant Attendance                     | 6.00           | 6.00           |
|                                      | Hours per Year of Participant Attendance                      | 1,320          | 1,320          |
| Mileage                              | Amount per Mile   | \$0.725        | \$0.725        |
|                                      | - Number of Miles Traveled per Vehicle per Week               | 250            | 263            |
|                                      | - Number of Participants per Vehicle                          | 8.00           | 8.00           |
|                                      | Allocated Miles per Participant per Week                      | 31.3           | 32.9           |
|                                      | Annual Mileage Cost/ Participant                              | \$1,132.81     | \$1,191.90     |
|                                      | <b>Mileage Cost per Participant per Billable Hour</b>         | <b>\$0.86</b>  | <b>\$0.90</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$25.24        | \$25.24        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 20.08%         | 20.08%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 5.20%          | 5.20%          |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$31.62        | \$31.62        |
|                                      | Weekly Supervision Cost                                       | \$1,264.80     | \$1,264.80     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Participant per Billable Hour</b>     | <b>\$1.42</b>  | <b>\$1.42</b>  |
| Facility                             | - Square Feet of Service Space per Participant                | 50             | 50             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | - Amount reimbursable under Habilitative Services             | 50.0%          | 50.0%          |
|                                      | Annual Facility Cost per Participant                          | \$375.00       | \$431.25       |
|                                      | <b>Facility Cost per Participant per Billable Hour</b>        | <b>\$0.28</b>  | <b>\$0.33</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$10.59        | \$10.68        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.08</b>  | <b>\$1.08</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$1.59</b>  | <b>\$1.60</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$13.26</b> | <b>\$13.36</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Adaptive Skills Training, Professional, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 23.40           | 23.21           |
|   | Productivity Factor   | 1.71            | 1.72            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$114.64</b> | <b>\$115.31</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.20</b>   | <b>\$6.56</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$120.84        | \$121.87        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.27</b>   | <b>\$4.31</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.06</b>  | <b>\$17.21</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$142.17</b> | <b>\$143.39</b> |

## Adaptive Skills Training, Professional, 1:2

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
|   | Unit of Service   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.28           | 22.10           |
| Productivity Factor   | 1.80  | 1.81            |                 |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$120.67</b> | <b>\$121.34</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.51</b>   | <b>\$6.89</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$127.18        | \$128.23        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.49</b>   | <b>\$4.52</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.96</b>  | <b>\$18.10</b>  |
|   | Cost per Billable Hour  | \$149.63        | \$150.85        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$82.30</b>  | <b>\$82.97</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Adaptive Skills Training, Professional, 1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 21.83           | 21.65           |
|   | Productivity Factor   | 1.83            | 1.85            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$122.68</b> | <b>\$124.02</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.64</b>   | <b>\$7.03</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$129.32        | \$131.05        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.58</b>   | <b>\$4.62</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.26</b>  | <b>\$18.50</b>  |
| Cost per Billable Hour                                      |   | \$152.16        | \$154.17        |
| - Rate Premium  |   | 20%             | 20%             |
| - Number of Individuals Served                              |   | 3               | 3               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$60.86</b>  | <b>\$61.67</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Adaptive Skills Training, Professional, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85           | \$57.85           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04           | \$67.04           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$76.43           | \$76.43           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,691.86</b> | <b>\$2,691.86</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,706.86        | \$3,706.86        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$399.20</b>   | <b>\$399.44</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.00</b>     | <b>\$3.00</b>     |

**DDS Vendor Rate Study - Rate Models**  
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**Adaptive Skills Training, Specialist, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62         | \$40.62         |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.38%          | 15.38%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$48.01         | \$48.01         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 2.23            | 2.21            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 25.85           | 25.64           |
|   | Productivity Factor   | 1.55            | 1.56            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$74.42</b>  | <b>\$74.90</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.61</b>   | <b>\$5.94</b>   |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85         | \$57.85         |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Weekly Supervision Cost                                       | \$2,681.69      | \$2,681.69      |
|   | - Number of Direct Care Staff Supervised                      | 10              | 10              |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.37</b>  | <b>\$10.46</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$90.40         | \$91.30         |
|   | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.93</b>   | <b>\$1.95</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.59</b>  | <b>\$12.72</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$104.92</b> | <b>\$105.97</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Adaptive Skills Training, Specialist, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.38%         | 15.38%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$48.01        | \$48.01        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.31           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 24.74          | 24.54          |
|   | Productivity Factor   | 1.62           | 1.63           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$77.78</b> | <b>\$78.26</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.86</b>  | <b>\$6.20</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.84</b> | <b>\$10.93</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$94.48        | \$95.39        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.02</b>  | <b>\$2.04</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.16</b> | <b>\$13.29</b> |
| Cost per Billable Hour                                      |   | \$109.66       | \$110.72       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$60.31</b> | <b>\$60.90</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Adaptive Skills Training, Specialist, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.38%         | 15.38%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$48.01        | \$48.01        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.24           | 4.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 23.84          | 23.64          |
|   | Productivity Factor   | 1.68           | 1.69           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$80.66</b> | <b>\$81.14</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.08</b>  | <b>\$6.44</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$11.25</b> | <b>\$11.34</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$97.99        | \$98.92        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.10</b>  | <b>\$2.12</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.65</b> | <b>\$13.78</b> |
| Cost per Billable Hour                                      |   | \$113.74       | \$114.82       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$45.50</b> | <b>\$45.93</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Adaptive Skills Training, Specialist, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$40.62           | \$40.62           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 15.38%            | 15.38%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$48.01           | \$48.01           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$54.73           | \$54.73           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,927.59</b> | <b>\$1,927.59</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$57.85           | \$57.85           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$67.04           | \$67.04           |
|                                      | Weekly Supervision Cost                                       | \$2,681.60        | \$2,681.60        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$268.16</b>   | <b>\$268.16</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,210.75        | \$3,210.75        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$325.45</b>   | <b>\$326.14</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.56</b>     | <b>\$2.56</b>     |



**DDS Vendor Rate Study - Rate Models**  
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**Behavior Analyst, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 23.40           | 23.21           |
|   | Productivity Factor   | 1.71            | 1.72            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$116.26</b> | <b>\$116.94</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.20</b>   | <b>\$6.56</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$122.46        | \$123.50        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.27</b>   | <b>\$4.31</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.28</b>  | <b>\$17.43</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$144.01</b> | <b>\$145.24</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Behavior Analyst, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.28           | 22.10           |
|   | Productivity Factor   | 1.80            | 1.81            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$122.38</b> | <b>\$123.06</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.51</b>   | <b>\$6.89</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$128.89        | \$129.95        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.49</b>   | <b>\$4.52</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.19</b>  | <b>\$18.34</b>  |
| Cost per Billable Hour                                      |   | \$151.57        | \$152.81        |
| - Rate Premium  |   | 10%             | 10%             |
| - Number of Individuals Served                              |   | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$83.36</b>  | <b>\$84.05</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Behavior Analyst, 1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 21.83           | 21.65           |
|   | Productivity Factor   | 1.83            | 1.85            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$124.42</b> | <b>\$125.78</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.64</b>   | <b>\$7.03</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$131.06        | \$132.81        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.58</b>   | <b>\$4.62</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.50</b>  | <b>\$18.74</b>  |
| Cost per Billable Hour                                      |   | \$154.14        | \$156.17        |
| - Rate Premium  |   | 20%             | 20%             |
| - Number of Individuals Served                              |   | 3               | 3               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$61.66</b>  | <b>\$62.47</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Behavior Analyst, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$58.70           | \$58.70           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.00%            | 13.00%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99           | \$67.99           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$77.51           | \$77.51           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,729.90</b> | <b>\$2,729.90</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,744.90        | \$3,744.90        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$404.35</b>   | <b>\$404.55</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.04</b>     | <b>\$3.04</b>     |

**DDS Vendor Rate Study - Rate Models**  
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**Associate Behavior Analyst, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$27.36        | \$27.36        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.12%         | 19.12%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36        | \$33.36        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 2.23           | 2.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 25.85          | 25.64          |
|   | Productivity Factor   | 1.55           | 1.56           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$51.71</b> | <b>\$52.04</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.61</b>  | <b>\$5.94</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 1.00           | 1.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.74</b>  | <b>\$4.82</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$62.06        | \$62.80        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.93</b>  | <b>\$1.95</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.73</b>  | <b>\$8.83</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$72.72</b> | <b>\$73.58</b> |

## Associate Behavior Analyst, 1:2

|  |   | Base Model | Harbor   |
|--|---|------------|----------|
|  | Unit of Service   | Hour       | Hour     |
| Direct Care Staff Wages and Benefits                 | - Percent of Direct Care Staff Working Full-Time              | 100%       | 100%     |
|  | - Direct Care Staff Hourly Wage                               | \$27.36    | \$27.36  |
|  | - Employee Benefit Rate (as a percent of wages)               | 19.12%     | 19.12%   |
|  | - Workers' Compensation Rate (as a percent of wages)          | 2.82%      | 2.82%    |
|  | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36    | \$33.36  |
|  | Productivity Adjustments                                      |            |          |
|  | Total Hours   | 40.00      | 40.00    |
|  | - Travel Time Between Individuals                             | 4.91       | 5.16     |
|  | - Recordkeeping and Reporting                                 | 3.34       | 3.31     |
|  | - Supervision and Other Employer Time                         | 0.45       | 0.45     |
|  | - Missed Appointments (not redirected to other tasks)         | 0.89       | 0.88     |
|  | - Collateral contacts (not billable)                          | 1.34       | 1.33     |
|  | - Training  | 0.48       | 0.48     |
|  | - Paid Time Off   | 3.85       | 3.85     |
|  | "Billable" Hours  | 24.74      | 24.54    |
|  | Productivity Factor   | 1.62       | 1.63     |
| Staff Cost After Productivity Adj. per Billable Hour |   | \$54.04    | \$54.38  |
| Mileage  | - Number of Miles Traveled per 40-Hour Week                   | 200        | 210      |
|  | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200        | 210      |
|  | - Amount per Mile   | \$0.725    | \$0.725  |
|  | Weekly Mileage Cost   | \$145.00   | \$152.25 |
|  | Mileage Cost per Billable Hour                                | \$5.86     | \$6.20   |
| Supervision  | - Supervision Hourly Cost                                     | \$122.46   | \$123.50 |
|  | - Hours of Supervision per Week                               | 1.00       | 1.00     |
|  | Supervision Cost per Billable Hour                            | \$4.95     | \$5.03   |
| Admin. and Prog. Operations                          | Cost per Hour, Before Program Operations and Administration   | \$64.85    | \$65.61  |
|  | - Daily Program Operations Costs                              | \$10.00    | \$10.00  |
|  | Program Operations Cost per Billable Hour                     | \$2.02     | \$2.04   |
|  | - Administration Percent                                      | 12.0%      | 12.0%    |
|  | Administration Cost per Billable Hour                         | \$9.12     | \$9.23   |
|  | Cost per Billable Hour  | \$75.99    | \$76.88  |
|  | - Rate Premium  | 10%        | 10%      |
|  | - Number of Individuals Served                                | 2          | 2        |
|  | Rate per Billable Hour  | \$41.79    | \$42.28  |

**DDS Vendor Rate Study - Rate Models**  
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**Associate Behavior Analyst, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$27.36        | \$27.36        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.12%         | 19.12%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36        | \$33.36        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.24           | 4.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 23.84          | 23.64          |
|   | Productivity Factor   | 1.68           | 1.69           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$56.04</b> | <b>\$56.38</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.08</b>  | <b>\$6.44</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 1.00           | 1.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$5.14</b>  | <b>\$5.22</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$67.26        | \$68.04        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.10</b>  | <b>\$2.12</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.46</b>  | <b>\$9.57</b>  |
| Cost per Billable Hour                                      |   | \$78.82        | \$79.73        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$31.53</b> | <b>\$31.89</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Behavior Management Assistant, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$27.36        | \$27.36        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.12%         | 19.12%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36        | \$33.36        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 2.23           | 2.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 25.85          | 25.64          |
|   | Productivity Factor   | 1.55           | 1.56           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$51.71</b> | <b>\$52.04</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.61</b>  | <b>\$5.94</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 1.00           | 1.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.74</b>  | <b>\$4.82</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$62.06        | \$62.80        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.93</b>  | <b>\$1.95</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.73</b>  | <b>\$8.83</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$72.72</b> | <b>\$73.58</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Assistant, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$27.36        | \$27.36        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.12%         | 19.12%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36        | \$33.36        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.31           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 24.74          | 24.54          |
|   | Productivity Factor   | 1.62           | 1.63           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$54.04</b> | <b>\$54.38</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.86</b>  | <b>\$6.20</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 1.00           | 1.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$4.95</b>  | <b>\$5.03</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$64.85        | \$65.61        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.02</b>  | <b>\$2.04</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.12</b>  | <b>\$9.23</b>  |
| Cost per Billable Hour                                      |   | \$75.99        | \$76.88        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$41.79</b> | <b>\$42.28</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Assistant, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$27.36        | \$27.36        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.12%         | 19.12%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36        | \$33.36        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.24           | 4.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 23.84          | 23.64          |
|   | Productivity Factor   | 1.68           | 1.69           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$56.04</b> | <b>\$56.38</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.08</b>  | <b>\$6.44</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 1.00           | 1.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$5.14</b>  | <b>\$5.22</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$67.26        | \$68.04        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.10</b>  | <b>\$2.12</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.46</b>  | <b>\$9.57</b>  |
| Cost per Billable Hour                                      |   | \$78.82        | \$79.73        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$31.53</b> | <b>\$31.89</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Assistant, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$27.36           | \$27.36           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.12%            | 19.12%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$33.36           | \$33.36           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$38.03           | \$38.03           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,339.42</b> | <b>\$1,339.42</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Supervision                          | - Supervision Hourly Cost                                     | \$122.46          | \$123.50          |
|                                      | - Hours of Supervision per Week                               | 1.00              | 1.00              |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$122.46</b>   | <b>\$123.50</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,476.88        | \$2,477.92        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$225.67</b>   | <b>\$226.40</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$1.97</b>     | <b>\$1.97</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Technician - Paraprofessional, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$21.46        | \$21.46        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.87%         | 19.87%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.33        | \$26.33        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.21           | 4.42           |
|   | - Recordkeeping and Reporting                                 | 1.92           | 1.90           |
|   | - Supervision and Other Employer Time                         | 1.78           | 1.77           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Training  | 0.96           | 0.96           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.92          | 21.75          |
|   | Productivity Factor   | 1.58           | 1.59           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$41.60</b> | <b>\$41.86</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.72</b>  | <b>\$6.07</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 2.00           | 2.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$11.17</b> | <b>\$11.36</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$58.49        | \$59.29        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.28</b>  | <b>\$2.30</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.29</b>  | <b>\$8.40</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$69.06</b> | <b>\$69.99</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Technician - Paraprofessional, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$21.46        | \$21.46        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.87%         | 19.87%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.33        | \$26.33        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.21           | 4.42           |
|   | - Recordkeeping and Reporting                                 | 2.87           | 2.85           |
|   | - Supervision and Other Employer Time                         | 1.78           | 1.77           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Training  | 0.96           | 0.96           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 20.97          | 20.80          |
|   | Productivity Factor   | 1.65           | 1.66           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$43.44</b> | <b>\$43.71</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.98</b>  | <b>\$6.34</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 2.00           | 2.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$11.68</b> | <b>\$11.88</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$61.10        | \$61.93        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.38</b>  | <b>\$2.40</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.66</b>  | <b>\$8.77</b>  |
|   | Cost per Billable Hour  | \$72.14        | \$73.10        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$39.68</b> | <b>\$40.21</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Technician - Paraprofessional, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$21.46        | \$21.46        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.87%         | 19.87%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.33        | \$26.33        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.21           | 4.42           |
|   | - Recordkeeping and Reporting                                 | 3.63           | 3.60           |
|   | - Supervision and Other Employer Time                         | 1.78           | 1.77           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Training  | 0.96           | 0.96           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 20.21          | 20.05          |
|   | Productivity Factor   | 1.71           | 1.73           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$45.02</b> | <b>\$45.55</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.21</b>  | <b>\$6.58</b>  |
| Supervision   | - Supervision Hourly Cost                                     | \$122.46       | \$123.50       |
|   | - Hours of Supervision per Week                               | 2.00           | 2.00           |
|   | <b>Supervision Cost per Billable Hour</b>                     | <b>\$12.12</b> | <b>\$12.32</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$63.35        | \$64.45        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.47</b>  | <b>\$2.49</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.98</b>  | <b>\$9.13</b>  |
|   | Cost per Billable Hour  | \$74.80        | \$76.07        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$29.92</b> | <b>\$30.43</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Technician - Paraprofessional, Excess Mileage**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Mile            | Mile            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$21.46         | \$21.46         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.87%          | 19.87%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$26.33         | \$26.33         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Supervision and Other Employer Time                         | 1.78            | 1.77            |
|                                      | - Training  | 0.96            | 0.96            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 28.82           | 28.83           |
|                                      | Productivity Factor   | 1.20            | 1.20            |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$31.60         | \$31.60         |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$910.71</b> | <b>\$911.03</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,150           | 1,150           |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$833.75</b> | <b>\$833.75</b> |
| Supervision                          | - Supervision Hourly Cost                                     | \$122.46        | \$123.50        |
|                                      | - Hours of Supervision per Week                               | 2.00            | 2.00            |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$244.92</b> | <b>\$247.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$1,989.38      | \$1,991.78      |
|                                      | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>  | <b>\$50.00</b>  |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$181.72</b> | <b>\$182.70</b> |
| <b>Rate per Mile</b>                 |   | <b>\$1.93</b>   | <b>\$1.93</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Consultant, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$32.17        | \$32.17        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.40%         | 17.40%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$38.67        | \$38.67        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.31           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 23.40          | 23.21          |
|   | Productivity Factor   | 1.71           | 1.72           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$66.13</b> | <b>\$66.51</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.20</b>  | <b>\$6.56</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$72.33        | \$73.07        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.27</b>  | <b>\$4.31</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.45</b> | <b>\$10.55</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$87.05</b> | <b>\$87.93</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Consultant, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$32.17        | \$32.17        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.40%         | 17.40%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$38.67        | \$38.67        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.46           | 4.42           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 22.28          | 22.10          |
|   | Productivity Factor   | 1.80           | 1.81           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$69.61</b> | <b>\$69.99</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.51</b>  | <b>\$6.89</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$76.12        | \$76.88        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.49</b>  | <b>\$4.52</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.99</b> | <b>\$11.10</b> |
| Cost per Billable Hour                                      |   | \$91.60        | \$92.50        |
| - Rate Premium  |   | 10%            | 10%            |
| - Number of Individuals Served                              |   | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$50.38</b> | <b>\$50.88</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Behavior Management Consultant, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$32.17        | \$32.17        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.40%         | 17.40%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$38.67        | \$38.67        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.91           | 4.87           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 21.83          | 21.65          |
|   | Productivity Factor   | 1.83           | 1.85           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$70.77</b> | <b>\$71.54</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.64</b>  | <b>\$7.03</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$77.41        | \$78.57        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.58</b>  | <b>\$4.62</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.18</b> | <b>\$11.34</b> |
| Cost per Billable Hour                                      |   | \$93.17        | \$94.53        |
| - Rate Premium  |   | 20%            | 20%            |
| - Number of Individuals Served                              |   | 3              | 3              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$37.27</b> | <b>\$37.81</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Home and  
Community-Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 23.40           | 23.21           |
|   | Productivity Factor   | 1.71            | 1.72            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$114.64</b> | <b>\$115.31</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.20</b>   | <b>\$6.56</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$120.84        | \$121.87        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.27</b>   | <b>\$4.31</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.06</b>  | <b>\$17.21</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$142.17</b> | <b>\$143.39</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Home and  
Community-Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.28           | 22.10           |
|   | Productivity Factor   | 1.80            | 1.81            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$120.67</b> | <b>\$121.34</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.51</b>   | <b>\$6.89</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$127.18        | \$128.23        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.49</b>   | <b>\$4.52</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.96</b>  | <b>\$18.10</b>  |
| Cost per Billable Hour                                      |   | \$149.63        | \$150.85        |
| - Rate Premium  |   | 10%             | 10%             |
| - Number of Individuals Served                              |   | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$82.30</b>  | <b>\$82.97</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Home and  
Community-Based, 1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 21.83           | 21.65           |
|   | Productivity Factor   | 1.83            | 1.85            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$122.68</b> | <b>\$124.02</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.64</b>   | <b>\$7.03</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$129.32        | \$131.05        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.58</b>   | <b>\$4.62</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.26</b>  | <b>\$18.50</b>  |
| Cost per Billable Hour                                      |   | \$152.16        | \$154.17        |
| - Rate Premium  |   | 20%             | 20%             |
| - Number of Individuals Served                              |   | 3               | 3               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$60.86</b>  | <b>\$61.67</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85           | \$57.85           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04           | \$67.04           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$76.43           | \$76.43           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,691.86</b> | <b>\$2,691.86</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,706.86        | \$3,706.86        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$399.20</b>   | <b>\$399.44</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.00</b>     | <b>\$3.00</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Home and Community-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|   | - Direct Care Staff Hourly Wage                               | \$40.62         | \$40.62         |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%          | 14.11%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50         | \$47.50         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 34.60           | 34.60           |
|   | - Travel Time Between Individuals                             | 4.28            | 4.49            |
|   | - Recordkeeping and Reporting                                 | 1.95            | 1.93            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78            | 0.77            |
|   | - Collateral contacts (not billable)                          | 1.17            | 1.16            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 22.45           | 22.28           |
|   | Productivity Factor   | 1.54            | 1.55            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$73.15</b>  | <b>\$73.63</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173             | 182             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$125.43        | \$131.95        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.59</b>   | <b>\$5.92</b>   |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85         | \$57.85         |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Weekly Supervision Cost                                       | \$2,681.69      | \$2,681.69      |
|   | - Number of Direct Care Staff Supervised                      | 10              | 10              |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$11.95</b>  | <b>\$12.04</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$90.69         | \$91.59         |
|   | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.23</b>   | <b>\$2.24</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.67</b>  | <b>\$12.80</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$105.59</b> | <b>\$106.63</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Home and Community-  
Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|   | - Recordkeeping and Reporting                                 | 2.91           | 2.89           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|   | - Collateral contacts (not billable)                          | 1.17           | 1.16           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.49          | 21.32          |
|   | Productivity Factor   | 1.61           | 1.62           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$76.48</b> | <b>\$76.95</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.84</b>  | <b>\$6.19</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.48</b> | <b>\$12.58</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$94.80        | \$95.72        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.33</b>  | <b>\$2.35</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.25</b> | <b>\$13.37</b> |
| Cost per Billable Hour                                      |   | \$110.38       | \$111.44       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$60.71</b> | <b>\$61.29</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Home and Community-  
Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|   | - Recordkeeping and Reporting                                 | 3.69           | 3.66           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|   | - Collateral contacts (not billable)                          | 1.17           | 1.16           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 20.71          | 20.55          |
|   | Productivity Factor   | 1.67           | 1.68           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$79.33</b> | <b>\$79.80</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.06</b>  | <b>\$6.42</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.95</b> | <b>\$13.05</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$98.34        | \$99.27        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.41</b>  | <b>\$2.43</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.74</b> | <b>\$13.87</b> |
| Cost per Billable Hour                                      |   | \$114.49       | \$115.57       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$45.80</b> | <b>\$46.23</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$40.62           | \$40.62           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 14.11%            | 14.11%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50           | \$47.50           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 30.63             | 30.63             |
|                                      | Productivity Factor   | 1.13              | 1.13              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$53.68           | \$53.68           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,644.22</b> | <b>\$1,644.22</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,200             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$870.00</b>   | <b>\$870.00</b>   |
| Supervision                          | - Supervisor Hourly Wage                                      | \$57.85           | \$57.85           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$67.04           | \$67.04           |
|                                      | Weekly Supervision Cost                                       | \$2,681.60        | \$2,681.60        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$268.16</b>   | <b>\$268.16</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,782.38        | \$2,782.38        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$284.44</b>   | <b>\$285.18</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.60</b>     | <b>\$2.60</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Center/Facility-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 4.01            | 4.01            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 27.64           | 27.64           |
|   | Productivity Factor   | 1.45            | 1.45            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$97.21</b>  | <b>\$97.21</b>  |
| Clinic Space  | - Square Feet of Service Space                                | 200             | 200             |
|   | - Annual Cost per Square Foot                                 | \$24.00         | \$27.60         |
|   | Annual Clinic Cost  | \$4,800.00      | \$5,520.00      |
|   | Annual Billable Hours   | 1,437.28        | 1,437.28        |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.34</b>   | <b>\$3.84</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$100.55        | \$101.05        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.62</b>   | <b>\$3.62</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.21</b>  | <b>\$14.27</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$118.38</b> | <b>\$118.94</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Center/Facility-  
Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.13            | 5.13            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.52           | 26.52           |
|   | Productivity Factor   | 1.51            | 1.51            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$101.23</b> | <b>\$101.23</b> |
| Clinic Space  | - Square Feet of Service Space                                | 200             | 200             |
|   | - Annual Cost per Square Foot                                 | \$24.00         | \$27.60         |
|   | Annual Clinic Cost  | \$4,800.00      | \$5,520.00      |
|   | Annual Billable Hours   | 1,379.04        | \$1,379.04      |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.48</b>   | <b>\$4.00</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$104.71        | \$105.23        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.77</b>   | <b>\$3.77</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.79</b>  | <b>\$14.86</b>  |
| Cost per Billable Hour                                      |   | \$123.27        | \$123.86        |
| - Rate Premium  |   | 10%             | 10%             |
| - Number of Individuals Served                              |   | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$67.80</b>  | <b>\$68.12</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Professional, Center/Facility-  
Based, 1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.57            | 5.57            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.08           | 26.08           |
|   | Productivity Factor   | 1.53            | 1.53            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$102.57</b> | <b>\$102.57</b> |
| Clinic Space  | - Square Feet of Service Space                                | 200             | 200             |
|   | - Annual Cost per Square Foot                                 | \$24.00         | \$27.60         |
|   | Annual Clinic Cost  | \$4,800.00      | \$5,520.00      |
|   | Annual Billable Hours   | 1,356.16        | 1,356.16        |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.54</b>   | <b>\$4.07</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$106.11        | \$106.64        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.83</b>   | <b>\$3.83</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.99</b>  | <b>\$15.06</b>  |
| Cost per Billable Hour                                      |   | \$124.93        | \$125.53        |
| - Rate Premium  |   | 20%             | 20%             |
| - Number of Individuals Served                              |   | 3               | 3               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$49.97</b>  | <b>\$50.21</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Center/Facility-Based,**  
**1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 2.53           | 2.53           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 26.15          | 26.15          |
|   | Productivity Factor   | 1.32           | 1.32           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$62.70</b> | <b>\$62.70</b> |
| Clinic Space  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$24.00        | \$27.60        |
|   | Annual Clinic Cost  | \$4,800.00     | \$5,520.00     |
|   | Annual Billable Hours   | 1,359.80       | 1,359.80       |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.53</b>  | <b>\$4.06</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.26</b> | <b>\$10.26</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$76.49        | \$77.02        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.91</b>  | <b>\$1.91</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.69</b> | <b>\$10.76</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$89.09</b> | <b>\$89.69</b> |

**Specialized Therapeutic Services, Assistant, Center/Facility-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
|   | Unit of Service   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 3.50           | 3.50           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 25.18          | 25.18          |
| Productivity Factor   | 1.37  | 1.37           |                |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$65.08</b> | <b>\$65.08</b> |
| Clinic Space  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$24.00        | \$27.60        |
|   | Annual Clinic Cost  | \$4,800.00     | \$5,520.00     |
|   | Annual Billable Hours   | 1,309.36       | 1,309.36       |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.67</b>  | <b>\$4.22</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.65</b> | <b>\$10.65</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$79.40        | \$79.95        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.99</b>  | <b>\$1.99</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.10</b> | <b>\$11.17</b> |
|   | Cost per Billable Hour  | \$92.49        | \$93.11        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$50.87</b> | <b>\$51.21</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Specialized Therapeutic Services, Assistant, Center/Facility-Based,**

**1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 4.28           | 4.28           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 24.40          | 24.40          |
|   | Productivity Factor   | 1.42           | 1.42           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$67.45</b> | <b>\$67.45</b> |
| Clinic Space  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$24.00        | \$27.60        |
|   | Annual Clinic Cost  | \$4,800.00     | \$5,520.00     |
|   | Annual Billable Hours   | 1,268.80       | \$1,268.80     |
|   | <b>Clinic Space Cost per Billable Hour</b>                    | <b>\$3.78</b>  | <b>\$4.35</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.99</b> | <b>\$10.99</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$82.22        | \$82.79        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.05</b>  | <b>\$2.05</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.49</b> | <b>\$11.57</b> |
| Cost per Billable Hour                                      |   | \$95.76        | \$96.41        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$38.30</b> | <b>\$38.56</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist, Home  
and Community-Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$35.65         | \$35.65         |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%          | 16.45%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52         | \$42.52         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 2.23            | 2.21            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 23.17           | 22.98           |
|   | Productivity Factor   | 1.73            | 1.74            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$73.56</b>  | <b>\$73.98</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.26</b>   | <b>\$6.63</b>   |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85         | \$57.85         |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Weekly Supervision Cost                                       | \$2,681.69      | \$2,681.69      |
|   | - Number of Direct Care Staff Supervised                      | 10              | 10              |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$11.57</b>  | <b>\$11.67</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$91.39         | \$92.28         |
|   | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.16</b>   | <b>\$2.18</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.76</b>  | <b>\$12.88</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$106.31</b> | <b>\$107.34</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist, Home  
and Community-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$35.65        | \$35.65        |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52        | \$42.52        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.31           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 22.06          | 21.88          |
|   | Productivity Factor   | 1.81           | 1.83           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$76.96</b> | <b>\$77.81</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>  | <b>\$6.96</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.16</b> | <b>\$12.26</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$95.69        | \$97.03        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.27</b>  | <b>\$2.29</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.36</b> | <b>\$13.54</b> |
| Cost per Billable Hour                                      |   | \$111.32       | \$112.86       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$61.23</b> | <b>\$62.07</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist, Home  
and Community-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$35.65        | \$35.65        |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52        | \$42.52        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.24           | 4.21           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 21.16          | 20.98          |
|   | Productivity Factor   | 1.89           | 1.91           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$80.36</b> | <b>\$81.21</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.85</b>  | <b>\$7.26</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.67</b> | <b>\$12.78</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$99.88        | \$101.25       |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.36</b>  | <b>\$2.38</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.94</b> | <b>\$14.13</b> |
| Cost per Billable Hour                                      |   | \$116.18       | \$117.76       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$46.47</b> | <b>\$47.10</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist, Excess  
Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$35.65           | \$35.65           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 16.45%            | 16.45%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52           | \$42.52           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$48.47           | \$48.47           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,707.11</b> | <b>\$1,707.11</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$57.85           | \$57.85           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$67.04           | \$67.04           |
|                                      | Weekly Supervision Cost                                       | \$2,681.60        | \$2,681.60        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$268.16</b>   | <b>\$268.16</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,990.27        | \$2,990.27        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$295.65</b>   | <b>\$295.98</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.38</b>     | <b>\$2.38</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant, Home  
and Community-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 1.94           | 1.92           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.15           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.87          | 21.71          |
|   | Productivity Factor   | 1.58           | 1.59           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$48.44</b> | <b>\$48.75</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.74</b>  | <b>\$6.08</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$7.78</b>  | <b>\$7.83</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$61.96        | \$62.66        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.29</b>  | <b>\$2.30</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.76</b>  | <b>\$8.86</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$73.01</b> | <b>\$73.82</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant, Home  
and Community-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 2.90           | 2.88           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.15           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 20.91          | 20.75          |
|   | Productivity Factor   | 1.65           | 1.67           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$50.59</b> | <b>\$51.20</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.00</b>  | <b>\$6.36</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$8.13</b>  | <b>\$8.20</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$64.72        | \$65.76        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.39</b>  | <b>\$2.41</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.15</b>  | <b>\$9.30</b>  |
| Cost per Billable Hour                                      |   | \$76.26        | \$77.47        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$41.94</b> | <b>\$42.61</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant, Home  
and Community-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 3.66           | 3.63           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.15           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 20.15          | 20.00          |
|   | Productivity Factor   | 1.72           | 1.73           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$52.74</b> | <b>\$53.04</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.22</b>  | <b>\$6.60</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$8.44</b>  | <b>\$8.50</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$67.40        | \$68.14        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.48</b>  | <b>\$2.50</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.53</b>  | <b>\$9.63</b>  |
| Cost per Billable Hour                                      |   | \$79.41        | \$80.27        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$31.76</b> | <b>\$32.11</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant, Excess  
Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$25.38           | \$25.38           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 17.98%            | 17.98%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66           | \$30.66           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.90              | 0.89              |
|                                      | - Training  | 0.67              | 0.67              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 29.99             | 30.00             |
|                                      | Productivity Factor   | 1.15              | 1.15              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$35.26           | \$35.26           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,057.45</b> | <b>\$1,057.80</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,150             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$833.75</b>   | <b>\$870.00</b>   |
| Supervision                          | - Supervisor Hourly Wage                                      | \$35.65           | \$35.65           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%            | 16.45%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$42.52           | \$42.52           |
|                                      | Weekly Supervision Cost                                       | \$1,700.80        | \$1,700.80        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$170.08</b>   | <b>\$170.08</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,061.28        | \$2,097.88        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$191.58</b>   | <b>\$192.35</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.00</b>     | <b>\$1.95</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician, Home  
and Community-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 0.97           | 0.96           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 24.00          | 23.82          |
|   | Productivity Factor   | 1.44           | 1.45           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$34.53</b> | <b>\$34.77</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.23</b>  | <b>\$5.54</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$7.09</b>  | <b>\$7.14</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$46.85        | \$47.45        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.08</b>  | <b>\$2.10</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.67</b>  | <b>\$6.76</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$55.60</b> | <b>\$56.31</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician, Home  
and Community-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 1.45           | 1.44           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 23.52          | 23.34          |
|   | Productivity Factor   | 1.47           | 1.48           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$35.25</b> | <b>\$35.49</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.33</b>  | <b>\$5.65</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$7.23</b>  | <b>\$7.29</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$47.81        | \$48.43        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.13</b>  | <b>\$2.14</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.81</b>  | <b>\$6.90</b>  |
| Cost per Billable Hour                                      |   | \$56.75        | \$57.47        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$31.21</b> | <b>\$31.61</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician, Home  
and Community-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.25           | 4.46           |
|   | - Recordkeeping and Reporting                                 | 1.84           | 1.83           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.89           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.77           | 0.76           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 23.13          | 22.95          |
|   | Productivity Factor   | 1.50           | 1.51           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$35.97</b> | <b>\$36.21</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$5.42</b>  | <b>\$5.75</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$7.35</b>  | <b>\$7.41</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$48.74        | \$49.37        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.16</b>  | <b>\$2.18</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$6.94</b>  | <b>\$7.03</b>  |
| Cost per Billable Hour                                      |   | \$57.84        | \$58.58        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$23.14</b> | <b>\$23.43</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician, Excess  
Mileage**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Mile            | Mile            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$19.33         | \$19.33         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 21.22%          | 21.22%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98         | \$23.98         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Supervision and Other Employer Time                         | 0.90            | 0.89            |
|                                      | - Training  | 0.67            | 0.67            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 29.99           | 30.00           |
|                                      | Productivity Factor   | 1.15            | 1.15            |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$27.58         | \$27.58         |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$827.12</b> | <b>\$827.40</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,150           | 1,200           |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$833.75</b> | <b>\$870.00</b> |
| Supervision                          | - Supervisor Hourly Wage                                      | \$35.65         | \$35.65         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%          | 16.45%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$42.52         | \$42.52         |
|                                      | Weekly Supervision Cost                                       | \$1,700.80      | \$1,700.80      |
|                                      | - Number of Direct Care Staff Supervised                      | 10              | 10              |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$170.08</b> | <b>\$170.08</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$1,830.95      | \$1,867.48      |
|                                      | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>  | <b>\$50.00</b>  |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$160.08</b> | <b>\$161.02</b> |
| <b>Rate per Mile</b>                 |   | <b>\$1.77</b>   | <b>\$1.73</b>   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Home and Community-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.06           | 21.88           |
|   | Productivity Factor   | 1.81            | 1.83            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$121.34</b> | <b>\$122.68</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$127.91        | \$129.64        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.06</b>  | <b>\$18.30</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$150.50</b> | <b>\$152.51</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Home and Community-  
Based, 1:2**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.94           | 20.77           |
|                                      | Productivity Factor   | 1.91            | 1.93            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$128.05</b> | <b>\$129.39</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>   | <b>\$7.33</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$134.97        | \$136.72        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>   | <b>\$4.81</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.06</b>  | <b>\$19.30</b>  |
|                                      | Cost per Billable Hour  | \$158.81        | \$160.83        |
|                                      | - Rate Premium  | 10%             | 10%             |
|                                      | - Number of Individuals Served                                | 2               | 2               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$87.35</b>  | <b>\$88.46</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Home and Community-  
Based, 1:3**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.49           | 20.32           |
|                                      | Productivity Factor   | 1.95            | 1.97            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$130.73</b> | <b>\$132.07</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.08</b>   | <b>\$7.49</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$137.81        | \$139.56        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.88</b>   | <b>\$4.92</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.46</b>  | <b>\$19.70</b>  |
|                                      | Cost per Billable Hour  | \$162.15        | \$164.18        |
|                                      | - Rate Premium  | 20%             | 20%             |
|                                      | - Number of Individuals Served                                | 3               | 3               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$64.86</b>  | <b>\$65.67</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85           | \$57.85           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04           | \$67.04           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$76.43           | \$76.43           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,691.86</b> | <b>\$2,691.86</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,706.86        | \$3,706.86        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$398.40</b>   | <b>\$400.40</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.00</b>     | <b>\$3.01</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Home and  
Community-Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|   | - Direct Care Staff Hourly Wage                               | \$40.62         | \$40.62         |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%          | 14.11%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50         | \$47.50         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 34.60           | 34.60           |
|   | - Travel Time Between Individuals                             | 4.28            | 4.49            |
|   | - Recordkeeping and Reporting                                 | 2.91            | 2.89            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78            | 0.77            |
|   | - Collateral contacts (not billable)                          | 2.34            | 2.32            |
|   | - Interdisciplinary team case reviews/planning                | 1.17            | 1.16            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.04            | 3.04            |
|   | "Billable" Hours  | 19.15           | 19.00           |
|   | Productivity Factor   | 1.81            | 1.82            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$85.98</b>  | <b>\$86.45</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173             | 182             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$125.43        | \$131.95        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.55</b>   | <b>\$6.94</b>   |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85         | \$57.85         |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Weekly Supervision Cost                                       | \$2,681.69      | \$2,681.69      |
|   | - Number of Direct Care Staff Supervised                      | 10              | 10              |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$14.00</b>  | <b>\$14.11</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$106.53        | \$107.50        |
|   | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.61</b>   | <b>\$2.63</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.88</b>  | <b>\$15.02</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$124.02</b> | <b>\$125.15</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Home and  
Community-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|   | - Recordkeeping and Reporting                                 | 3.89           | 3.86           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.32           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.16           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 18.17          | 18.03          |
|   | Productivity Factor   | 1.90           | 1.92           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$90.25</b> | <b>\$91.20</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.90</b>  | <b>\$7.32</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$14.76</b> | <b>\$14.87</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$111.91       | \$113.39       |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.75</b>  | <b>\$2.77</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.64</b> | <b>\$15.84</b> |
|   | Cost per Billable Hour  | \$130.30       | \$132.00       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$71.67</b> | <b>\$72.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Home and  
Community-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|   | - Recordkeeping and Reporting                                 | 4.28           | 4.25           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.32           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.16           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 17.78          | 17.64          |
|   | Productivity Factor   | 1.95           | 1.96           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$92.63</b> | <b>\$93.10</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.05</b>  | <b>\$7.48</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$15.08</b> | <b>\$15.20</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$114.76       | \$115.78       |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.81</b>  | <b>\$2.83</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$16.03</b> | <b>\$16.17</b> |
|   | Cost per Billable Hour  | \$133.60       | \$134.78       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$53.44</b> | <b>\$53.91</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$40.62           | \$40.62           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 14.11%            | 14.11%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50           | \$47.50           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 30.63             | 30.63             |
|                                      | Productivity Factor   | 1.13              | 1.13              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$53.68           | \$53.68           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,644.22</b> | <b>\$1,644.22</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,200             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$870.00</b>   | <b>\$870.00</b>   |
| Supervision                          | - Supervisor Hourly Wage                                      | \$57.85           | \$57.85           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%            | 13.07%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$67.04           | \$67.04           |
|                                      | Weekly Supervision Cost                                       | \$2,681.60        | \$2,681.60        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$268.16</b>   | <b>\$268.16</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,782.38        | \$2,782.38        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$284.95</b>   | <b>\$285.38</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.60</b>     | <b>\$2.60</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Audiologist, Home and Community-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$63.47         | \$63.47         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.59%          | 12.59%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$73.25         | \$73.25         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.06           | 21.88           |
|   | Productivity Factor   | 1.81            | 1.83            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$132.58</b> | <b>\$134.05</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$139.15        | \$141.01        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.59</b>  | <b>\$19.85</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$163.27</b> | <b>\$165.43</b> |

**Infant Development Program, Audiologist, Home and Community-Based, 1:2**

**BURNS & ASSOCIATES**  
A Division of Health Management Associates

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Audiologist, Home and Community-  
Based, 1:3**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$63.47         | \$63.47         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 12.59%          | 12.59%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$73.25         | \$73.25         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.49           | 20.32           |
|                                      | Productivity Factor   | 1.95            | 1.97            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$142.84</b> | <b>\$144.30</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.08</b>   | <b>\$7.49</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$149.92        | \$151.79        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.88</b>   | <b>\$4.92</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$21.11</b>  | <b>\$21.37</b>  |
|                                      | Cost per Billable Hour  | \$175.91        | \$178.08        |
|                                      | - Rate Premium  | 20%             | 20%             |
|                                      | - Number of Individuals Served                                | 3               | 3               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$70.36</b>  | <b>\$71.23</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Audiologist, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$63.47           | \$63.47           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 12.59%            | 12.59%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$73.25           | \$73.25           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$83.51           | \$83.51           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,941.22</b> | <b>\$2,941.22</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,956.22        | \$3,956.22        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$432.16</b>   | <b>\$434.32</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.21</b>     | <b>\$3.21</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Home and  
Community-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.31           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 22.06          | 21.88          |
|   | Productivity Factor   | 1.81           | 1.83           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$59.44</b> | <b>\$60.10</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>  | <b>\$6.96</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$66.01        | \$67.06        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>  | <b>\$4.57</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.62</b>  | <b>\$9.77</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$80.16</b> | <b>\$81.40</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Home and  
Community-Based, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 40.00          | 40.00          |
|                                      | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|                                      | - Recordkeeping and Reporting                                 | 4.46           | 4.42           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|                                      | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|                                      | - Training  | 0.48           | 0.48           |
|                                      | - Paid Time Off   | 3.85           | 3.85           |
|                                      | "Billable" Hours  | 20.94          | 20.77          |
|                                      | Productivity Factor   | 1.91           | 1.93           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$62.72</b> | <b>\$63.38</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>  | <b>\$7.33</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$69.64        | \$70.71        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>  | <b>\$4.81</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.15</b> | <b>\$10.30</b> |
|                                      | Cost per Billable Hour  | \$84.57        | \$85.82        |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$46.51</b> | <b>\$47.20</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Home and  
Community-Based, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 40.00          | 40.00          |
|                                      | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|                                      | - Recordkeeping and Reporting                                 | 4.91           | 4.87           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|                                      | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|                                      | - Training  | 0.48           | 0.48           |
|                                      | - Paid Time Off   | 3.85           | 3.85           |
|                                      | "Billable" Hours  | 20.49          | 20.32          |
|                                      | Productivity Factor   | 1.95           | 1.97           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$64.04</b> | <b>\$64.69</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.08</b>  | <b>\$7.49</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$71.12        | \$72.18        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.88</b>  | <b>\$4.92</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.36</b> | <b>\$10.51</b> |
|                                      | Cost per Billable Hour  | \$86.36        | \$87.61        |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$34.54</b> | <b>\$35.04</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$26.89           | \$26.89           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 19.32%            | 19.32%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84           | \$32.84           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$37.44           | \$37.44           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,318.64</b> | <b>\$1,318.64</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,333.64        | \$2,333.64        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$212.22</b>   | <b>\$213.77</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$1.89</b>     | <b>\$1.89</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Home and  
Community-Based, 1:1**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$64.68         | \$64.68         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 12.43%          | 12.43%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54         | \$74.54         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 22.06           | 21.88           |
|                                      | Productivity Factor   | 1.81            | 1.83            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$134.92</b> | <b>\$136.41</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$141.49        | \$143.37        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.91</b>  | <b>\$20.17</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$165.93</b> | <b>\$168.11</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Home and  
Community-Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$64.68         | \$64.68         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.43%          | 12.43%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54         | \$74.54         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 20.94           | 20.77           |
|   | Productivity Factor   | 1.91            | 1.93            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$142.37</b> | <b>\$143.86</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>   | <b>\$7.33</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$149.29        | \$151.19        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>   | <b>\$4.81</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$21.01</b>  | <b>\$21.27</b>  |
|   | Cost per Billable Hour  | \$175.08        | \$177.27        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$96.29</b>  | <b>\$97.50</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Home and  
Community-Based, 1:3**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$64.68         | \$64.68         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 12.43%          | 12.43%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54         | \$74.54         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.49           | 20.32           |
|                                      | Productivity Factor   | 1.95            | 1.97            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$145.35</b> | <b>\$146.84</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.08</b>   | <b>\$7.49</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$152.43        | \$154.33        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.88</b>   | <b>\$4.92</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$21.45</b>  | <b>\$21.72</b>  |
|                                      | Cost per Billable Hour  | \$178.76        | \$180.97        |
|                                      | - Rate Premium  | 20%             | 20%             |
|                                      | - Number of Individuals Served                                | 3               | 3               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$71.50</b>  | <b>\$72.39</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$64.68           | \$64.68           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 12.43%            | 12.43%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54           | \$74.54           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$84.98           | \$84.98           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,993.00</b> | <b>\$2,993.00</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$4,008.00        | \$4,008.00        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$439.21</b>   | <b>\$441.32</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.25</b>     | <b>\$3.25</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse, Home and  
Community-Based, 1:1**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%             | 70%             |
|                                      | - Direct Care Staff Hourly Wage                               | \$34.09         | \$34.09         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 15.34%          | 15.34%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28         | \$40.28         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 34.60           | 34.60           |
|                                      | - Travel Time Between Individuals                             | 4.28            | 4.49            |
|                                      | - Recordkeeping and Reporting                                 | 2.91            | 2.89            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.78            | 0.77            |
|                                      | - Collateral contacts (not billable)                          | 2.34            | 2.32            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.17            | 1.16            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.04            | 3.04            |
|                                      | "Billable" Hours  | 19.15           | 19.00           |
|                                      | Productivity Factor   | 1.81            | 1.82            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$72.91</b>  | <b>\$73.31</b>  |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173             | 182             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$125.43        | \$131.95        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.55</b>   | <b>\$6.94</b>   |
| Supervision                          | - Supervisor Hourly Wage                                      | \$64.68         | \$64.68         |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%          | 12.43%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Weekly Supervision Cost                                       | \$2,981.75      | \$2,981.75      |
|                                      | - Number of Direct Care Staff Supervised                      | 10              | 10              |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$15.57</b>  | <b>\$15.69</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$95.03         | \$95.94         |
|                                      | - Daily Program Operations Costs                              | \$10.00         | \$10.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.61</b>   | <b>\$2.63</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.31</b>  | <b>\$13.44</b>  |
| <b>Rate per Billable Hour</b>        |   | <b>\$110.95</b> | <b>\$112.01</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse, Home and  
Community-Based, 1:2**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$34.09        | \$34.09        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 15.34%         | 15.34%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28        | \$40.28        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 34.60          | 34.60          |
|                                      | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|                                      | - Recordkeeping and Reporting                                 | 3.89           | 3.86           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|                                      | - Collateral contacts (not billable)                          | 2.34           | 2.32           |
|                                      | - Interdisciplinary team case reviews/planning                | 1.17           | 1.16           |
|                                      | - Training  | 0.48           | 0.48           |
|                                      | - Paid Time Off   | 3.04           | 3.04           |
|                                      | "Billable" Hours  | 18.17          | 18.03          |
|                                      | Productivity Factor   | 1.90           | 1.92           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$76.53</b> | <b>\$77.34</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|                                      | - Amount per Mile   | \$0.725        | \$0.725        |
|                                      | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.90</b>  | <b>\$7.32</b>  |
| Supervision                          | - Supervisor Hourly Wage                                      | \$64.68        | \$64.68        |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%         | 12.43%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|                                      | Weekly Supervision Cost                                       | \$2,981.75     | \$2,981.75     |
|                                      | - Number of Direct Care Staff Supervised                      | 10             | 10             |
|                                      | <b>Supervision Cost per Billable Hour</b>                     | <b>\$16.41</b> | <b>\$16.54</b> |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$99.84        | \$101.20       |
|                                      | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.75</b>  | <b>\$2.77</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.99</b> | <b>\$14.18</b> |
|                                      | Cost per Billable Hour  | \$116.58       | \$118.15       |
|                                      | - Rate Premium  | 10%            | 10%            |
|                                      | - Number of Individuals Served                                | 2              | 2              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$64.12</b> | <b>\$64.98</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse, Home and  
Community-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$34.09        | \$34.09        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.34%         | 15.34%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28        | \$40.28        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Travel Time Between Individuals                             | 4.28           | 4.49           |
|   | - Recordkeeping and Reporting                                 | 4.28           | 4.25           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.77           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.32           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.16           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 17.78          | 17.64          |
|   | Productivity Factor   | 1.95           | 1.96           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$78.55</b> | <b>\$78.95</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 173            | 182            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$125.43       | \$131.95       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.05</b>  | <b>\$7.48</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$64.68        | \$64.68        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%         | 12.43%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,981.75     | \$2,981.75     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$16.77</b> | <b>\$16.90</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$102.37       | \$103.33       |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.81</b>  | <b>\$2.83</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.34</b> | <b>\$14.48</b> |
| Cost per Billable Hour                                      |   | \$119.52       | \$120.64       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$47.81</b> | <b>\$48.26</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse, Excess  
Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 70%               | 70%               |
|                                      | - Direct Care Staff Hourly Wage                               | \$34.09           | \$34.09           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 15.34%            | 15.34%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28           | \$40.28           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 34.60             | 34.60             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.04              | 3.04              |
|                                      | "Billable" Hours  | 30.63             | 30.63             |
|                                      | Productivity Factor   | 1.13              | 1.13              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$45.52           | \$45.52           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,394.28</b> | <b>\$1,394.28</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,200             | 1,200             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$870.00</b>   | <b>\$870.00</b>   |
| Supervision                          | - Supervisor Hourly Wage                                      | \$64.68           | \$64.68           |
|                                      | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%            | 12.43%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Supervisor Cost (wages + benefits)                     | \$74.54           | \$74.54           |
|                                      | Weekly Supervision Cost                                       | \$2,981.60        | \$2,981.60        |
|                                      | - Number of Direct Care Staff Supervised                      | 10                | 10                |
|                                      | <b>Weekly Supervision Cost</b>                                | <b>\$298.16</b>   | <b>\$298.16</b>   |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,562.44        | \$2,562.44        |
|                                      | - Daily Program Operations Costs                              | \$10.00           | \$10.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$50.00</b>    | <b>\$50.00</b>    |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$254.89</b>   | <b>\$255.36</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.39</b>     | <b>\$2.39</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Dietitian, Home and  
Community-Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$44.90         | \$44.90         |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.64%          | 14.64%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$52.74         | \$52.74         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.06           | 21.88           |
|   | Productivity Factor   | 1.81            | 1.83            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$95.46</b>  | <b>\$96.51</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$102.03        | \$103.47        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.53</b>  | <b>\$14.73</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$121.09</b> | <b>\$122.77</b> |

**Infant Development Program, Registered Dietitian, Home and Community-Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
|   | Unit of Service   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$44.90         | \$44.90         |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.64%          | 14.64%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$52.74         | \$52.74         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
| "Billable" Hours  | 20.94   | 20.77           |                 |
| Productivity Factor   | 1.91  | 1.93            |                 |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$100.73</b> | <b>\$101.79</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>   | <b>\$7.33</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$107.65        | \$109.12        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>   | <b>\$4.81</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.33</b>  | <b>\$15.54</b>  |
|   | Cost per Billable Hour  | \$127.76        | \$129.47        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$70.27</b>  | <b>\$71.21</b>  |

**Infant Development Program, Registered Dietitian, Home and Community-Based, 1:3**

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Dietitian, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$44.90           | \$44.90           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 14.64%            | 14.64%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$52.74           | \$52.74           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$60.12           | \$60.12           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,117.43</b> | <b>\$2,117.43</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,132.43        | \$3,132.43        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$320.53</b>   | <b>\$322.29</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.54</b>     | <b>\$2.54</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Social Worker, Home and Community-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$39.35         | \$39.35         |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.62%          | 15.62%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61         | \$46.61         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.06           | 21.88           |
|   | Productivity Factor   | 1.81            | 1.83            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$84.36</b>  | <b>\$85.30</b>  |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$90.93         | \$92.26         |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.02</b>  | <b>\$13.20</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$108.48</b> | <b>\$110.03</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Social Worker, Home and Community-  
Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$39.35        | \$39.35        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.62%         | 15.62%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61        | \$46.61        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Travel Time Between Individuals                             | 4.91           | 5.16           |
|   | - Recordkeeping and Reporting                                 | 4.46           | 4.42           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.88           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.66           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.33           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 20.94          | 20.77          |
|   | Productivity Factor   | 1.91           | 1.93           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$89.03</b> | <b>\$89.96</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200            | 210            |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200            | 210            |
|   | - Amount per Mile   | \$0.725        | \$0.725        |
|   | Weekly Mileage Cost   | \$145.00       | \$152.25       |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>  | <b>\$7.33</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$95.95        | \$97.29        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>  | <b>\$4.81</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$13.74</b> | <b>\$13.92</b> |
|   | Cost per Billable Hour  | \$114.47       | \$116.02       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$62.96</b> | <b>\$63.81</b> |

**Infant Development Program, Social Worker, Home and Community-Based, 1:3**

**BURNS & ASSOCIATES**  
A Division of Health Management Associates

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Social Worker, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$39.35           | \$39.35           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 15.62%            | 15.62%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61           | \$46.61           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$53.14           | \$53.14           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$1,871.59</b> | <b>\$1,871.59</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$2,886.59        | \$2,886.59        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$287.22</b>   | <b>\$288.82</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$2.34</b>     | <b>\$2.34</b>     |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Psychologist, Home and Community-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|   | - Recordkeeping and Reporting                                 | 3.34            | 3.31            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 22.06           | 21.88           |
|   | Productivity Factor   | 1.81            | 1.83            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$123.06</b> | <b>\$124.42</b> |
| Mileage   | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|   | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|   | - Amount per Mile   | \$0.725         | \$0.725         |
|   | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|   | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.57</b>   | <b>\$6.96</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$129.63        | \$131.38        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.53</b>   | <b>\$4.57</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$18.29</b>  | <b>\$18.54</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$152.45</b> | <b>\$154.49</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Psychologist, Home and Community-  
Based, 1:2**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.46            | 4.42            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.94           | 20.77           |
|                                      | Productivity Factor   | 1.91            | 1.93            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$129.86</b> | <b>\$131.22</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$6.92</b>   | <b>\$7.33</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$136.78        | \$138.55        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.78</b>   | <b>\$4.81</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.30</b>  | <b>\$19.55</b>  |
|                                      | Cost per Billable Hour  | \$160.86        | \$162.91        |
|                                      | - Rate Premium  | 10%             | 10%             |
|                                      | - Number of Individuals Served                                | 2               | 2               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$88.47</b>  | <b>\$89.60</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Psychologist, Home and Community-  
Based, 1:3**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Travel Time Between Individuals                             | 4.91            | 5.16            |
|                                      | - Recordkeeping and Reporting                                 | 4.91            | 4.87            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.88            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.66            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.33            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 20.49           | 20.32           |
|                                      | Productivity Factor   | 1.95            | 1.97            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$132.58</b> | <b>\$133.94</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 200             | 210             |
|                                      | - Number of Miles Adjusted for Mix of FT and PT Staff         | 200             | 210             |
|                                      | - Amount per Mile   | \$0.725         | \$0.725         |
|                                      | Weekly Mileage Cost   | \$145.00        | \$152.25        |
|                                      | <b>Mileage Cost per Billable Hour</b>                         | <b>\$7.08</b>   | <b>\$7.49</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$139.66        | \$141.43        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.88</b>   | <b>\$4.92</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$19.71</b>  | <b>\$19.96</b>  |
|                                      | Cost per Billable Hour  | \$164.25        | \$166.31        |
|                                      | - Rate Premium  | 20%             | 20%             |
|                                      | - Number of Individuals Served                                | 3               | 3               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$65.70</b>  | <b>\$66.52</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Psychologist, Excess Mileage**

|                                      |   | Base Model        | Harbor            |
|--------------------------------------|---|-------------------|-------------------|
| Unit of Service                      |   | Mile              | Mile              |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%              | 100%              |
|                                      | - Direct Care Staff Hourly Wage                               | \$58.70           | \$58.70           |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.00%            | 13.00%            |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%             | 2.82%             |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99           | \$67.99           |
|                                      | <i>Productivity Adjustments</i>                               |                   |                   |
|                                      | Total Hours   | 40.00             | 40.00             |
|                                      | - Supervision and Other Employer Time                         | 0.45              | 0.45              |
|                                      | - Training  | 0.48              | 0.48              |
|                                      | - Paid Time Off   | 3.85              | 3.85              |
|                                      | "Billable" Hours  | 35.22             | 35.22             |
|                                      | Productivity Factor   | 1.14              | 1.14              |
|                                      | Staff Cost After Productivity Adj. per Billable Hour          | \$77.51           | \$77.51           |
|                                      | <b>Weekly Staff Cost</b>                                      | <b>\$2,729.90</b> | <b>\$2,729.90</b> |
| Mileage                              | - Number of Miles Traveled per 40-Hour Week                   | 1,400             | 1,400             |
|                                      | - Amount per Mile   | \$0.725           | \$0.725           |
|                                      | <b>Weekly Mileage Cost</b>                                    | <b>\$1,015.00</b> | <b>\$1,015.00</b> |
| Admin. and Prog. Operations          | Cost per Week, Before Program Operations and Administration   | \$3,744.90        | \$3,744.90        |
|                                      | - Daily Program Operations Costs                              | \$20.00           | \$20.00           |
|                                      | <b>Weekly Program Operations Cost</b>                         | <b>\$100.00</b>   | <b>\$100.00</b>   |
|                                      | <b>Weekly Administration Cost</b>                             | <b>\$403.48</b>   | <b>\$405.66</b>   |
| <b>Rate per Mile</b>                 |   | <b>\$3.03</b>     | <b>\$3.04</b>     |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist,  
Center/Facility-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$35.65        | \$35.65        |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52        | \$42.52        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 2.23           | 2.23           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.45           | 0.45           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 28.52          | 28.52          |
|   | Productivity Factor   | 1.40           | 1.40           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$59.53</b> | <b>\$59.53</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,483.04       | \$1,483.04     |
| <b>Facility Cost per Billable Hour</b>                      |   | <b>\$1.01</b>  | <b>\$1.16</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$9.40</b>  | <b>\$9.40</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$69.94        | \$70.09        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.75</b>  | <b>\$1.75</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$9.78</b>  | <b>\$9.80</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$81.47</b> | <b>\$81.64</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist,  
Center/Facility-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$35.65        | \$35.65        |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52        | \$42.52        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 3.34           | 3.34           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.45           | 0.45           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 27.41          | 27.41          |
|   | Productivity Factor   | 1.46           | 1.46           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$62.08</b> | <b>\$62.08</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,425.32       | \$1,425.32     |
| <b>Facility Cost per Billable Hour</b>                      |   | <b>\$1.58</b>  | <b>\$1.82</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$9.78</b>  | <b>\$9.78</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$73.44        | \$73.68        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.82</b>  | <b>\$1.82</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.26</b> | <b>\$10.30</b> |
| Cost per Billable Hour                                      |   | \$85.52        | \$85.80        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$47.04</b> | <b>\$47.19</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Specialist,  
Center/Facility-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$35.65        | \$35.65        |
|   | - Employee Benefit Rate (as a percent of wages)               | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$42.52        | \$42.52        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 4.24           | 4.24           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.45           | 0.45           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 26.51          | 26.51          |
|   | Productivity Factor   | 1.51           | 1.51           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$64.21</b> | <b>\$64.21</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,378.52       | 1,378.52       |
| <b>Facility Cost per Billable Hour</b>                      |   | <b>\$2.18</b>  | <b>\$2.50</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$10.12</b> | <b>\$10.12</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$76.51        | \$76.83        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.89</b>  | <b>\$1.89</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.69</b> | <b>\$10.73</b> |
| Cost per Billable Hour                                      |   | \$89.09        | \$89.45        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$35.64</b> | <b>\$35.78</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant,  
Center/Facility-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 1.94           | 1.94           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.16           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 25.53          | 25.53          |
|   | Productivity Factor   | 1.36           | 1.36           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$41.70</b> | <b>\$41.70</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,327.56       | \$1,327.56     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.13</b>  | <b>\$1.30</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$6.66</b>  | <b>\$6.66</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$49.49        | \$49.66        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.96</b>  | <b>\$1.96</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.02</b>  | <b>\$7.04</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$58.47</b> | <b>\$58.66</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant,  
Center/Facility-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 2.90           | 2.90           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.16           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 24.57          | 24.57          |
|   | Productivity Factor   | 1.41           | 1.41           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$43.23</b> | <b>\$43.23</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,277.64       | 1,277.64       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.76</b>  | <b>\$2.03</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$6.92</b>  | <b>\$6.92</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$51.91        | \$52.18        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.04</b>  | <b>\$2.04</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.36</b>  | <b>\$7.39</b>  |
| Cost per Billable Hour                                      |   | \$61.31        | \$61.61        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$33.72</b> | <b>\$33.89</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Assistant,  
Center/Facility-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$25.38        | \$25.38        |
|   | - Employee Benefit Rate (as a percent of wages)               | 17.98%         | 17.98%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$30.66        | \$30.66        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 3.66           | 3.66           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | 1.16           | 1.16           |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 23.81          | 23.81          |
|   | Productivity Factor   | 1.45           | 1.45           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$44.46</b> | <b>\$44.46</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,238.12       | 1,238.12       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.42</b>  | <b>\$2.79</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$7.14</b>  | <b>\$7.14</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$54.02        | \$54.39        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.10</b>  | <b>\$2.10</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.65</b>  | <b>\$7.70</b>  |
| Cost per Billable Hour                                      |   | \$63.77        | \$64.19        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$25.51</b> | <b>\$25.68</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician,  
Center/Facility-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 0.97           | 0.97           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 27.66          | 27.66          |
|   | Productivity Factor   | 1.25           | 1.25           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$29.98</b> | <b>\$29.98</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,438.32       | \$1,438.32     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.04</b>  | <b>\$1.20</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$6.15</b>  | <b>\$6.15</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$37.17        | \$37.33        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.81</b>  | <b>\$1.81</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$5.32</b>  | <b>\$5.34</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$44.30</b> | <b>\$44.48</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician,  
Center/Facility-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 1.45           | 1.45           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 27.18          | 27.18          |
|   | Productivity Factor   | 1.27           | 1.27           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$30.45</b> | <b>\$30.45</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,413.36       | \$1,413.36     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.59</b>  | <b>\$1.83</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$6.26</b>  | <b>\$6.26</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$38.30        | \$38.54        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.84</b>  | <b>\$1.84</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$5.47</b>  | <b>\$5.51</b>  |
| Cost per Billable Hour                                      |   | \$45.61        | \$45.89        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$25.09</b> | <b>\$25.24</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Early Intervention Technician,  
Center/Facility-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$19.33        | \$19.33        |
|   | - Employee Benefit Rate (as a percent of wages)               | 21.22%         | 21.22%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$23.98        | \$23.98        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 1.84           | 1.84           |
|   | - Supervision and Other Employer Time                         | 0.90           | 0.90           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.39           | 0.39           |
|   | - Program Set-Up/ Clean-Up                                    | 0.97           | 0.97           |
|   | - Interdisciplinary team case reviews/planning                | -              | -              |
|   | - Training  | 0.67           | 0.67           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 26.79          | 26.79          |
|   | Productivity Factor   | 1.29           | 1.29           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$30.93</b> | <b>\$30.93</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,393.08       | 1,393.08       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.15</b>  | <b>\$2.48</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$35.65        | \$35.65        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 16.45%         | 16.45%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$1,700.79     | \$1,700.79     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$6.35</b>  | <b>\$6.35</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$39.43        | \$39.76        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$1.87</b>  | <b>\$1.87</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$5.63</b>  | <b>\$5.68</b>  |
| Cost per Billable Hour                                      |   | \$46.93        | \$47.31        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$18.77</b> | <b>\$18.92</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Center/Facility-Based,**  
**1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 4.01            | 4.01            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.30           | 26.30           |
|   | Productivity Factor   | 1.52            | 1.52            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$101.90</b> | <b>\$101.90</b> |
| Facility  | - Square Feet of Service Space                                | 100             | 100             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$1,500.00      | \$1,725.00      |
|   | Annual Billable Hours   | 1,367.60        | 1,367.60        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>   | <b>\$1.26</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$103.00        | \$103.16        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>   | <b>\$3.80</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.56</b>  | <b>\$14.59</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$121.36</b> | <b>\$121.55</b> |

**Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
|   | Unit of Service   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.13            | 5.13            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 25.18           | 25.18           |
| Productivity Factor   | 1.59  | 1.59            |                 |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$106.59</b> | <b>\$106.59</b> |
| Facility  | - Square Feet of Service Space                                | 150             | 150             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$2,250.00      | \$2,587.50      |
|   | Annual Billable Hours   | 1,309.36        | 1,309.36        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.72</b>   | <b>\$1.98</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$108.31        | \$108.57        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.97</b>   | <b>\$3.97</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.31</b>  | <b>\$15.35</b>  |
|   | Cost per Billable Hour  | \$127.59        | \$127.89        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$70.17</b>  | <b>\$70.34</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP, Center/Facility-Based,**  
**1:3**

|                                      |   | Base Model      | Harbor          |
|--------------------------------------|---|-----------------|-----------------|
| Unit of Service                      |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|                                      | - Direct Care Staff Hourly Wage                               | \$57.85         | \$57.85         |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 13.07%          | 13.07%          |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.04         | \$67.04         |
|                                      | <i>Productivity Adjustments</i>                               |                 |                 |
|                                      | Total Hours   | 40.00           | 40.00           |
|                                      | - Recordkeeping and Reporting                                 | 5.57            | 5.57            |
|                                      | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|                                      | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|                                      | - Training  | 0.48            | 0.48            |
|                                      | - Paid Time Off   | 3.85            | 3.85            |
|                                      | "Billable" Hours  | 24.74           | 24.74           |
|                                      | Productivity Factor   | 1.62            | 1.62            |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$108.60</b> | <b>\$108.60</b> |
| Facility                             | - Square Feet of Service Space                                | 200             | 200             |
|                                      | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|                                      | Annual Facility Cost  | \$3,000.00      | \$3,450.00      |
|                                      | Annual Billable Hours   | 1,286.48        | 1,286.48        |
|                                      | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>   | <b>\$2.68</b>   |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$110.93        | \$111.28        |
|                                      | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>   | <b>\$4.04</b>   |
|                                      | - Administration Percent                                      | 12.0%           | 12.0%           |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.68</b>  | <b>\$15.73</b>  |
|                                      | Cost per Billable Hour  | \$130.65        | \$131.05        |
|                                      | - Rate Premium  | 20%             | 20%             |
|                                      | - Number of Individuals Served                                | 3               | 3               |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$52.26</b>  | <b>\$52.42</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Center/Facility-**  
**Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 3.50           | 3.50           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 22.84          | 22.84          |
|   | Productivity Factor   | 1.51           | 1.51           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$71.73</b> | <b>\$71.73</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,187.68       | \$1,187.68     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.26</b>  | <b>\$1.45</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$11.74</b> | <b>\$11.74</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$84.73        | \$84.92        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.19</b>  | <b>\$2.19</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.85</b> | <b>\$11.88</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$98.77</b> | <b>\$98.99</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Center/Facility-**  
**Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 4.47           | 4.47           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.87          | 21.87          |
|   | Productivity Factor   | 1.58           | 1.58           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$75.05</b> | <b>\$75.05</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,137.24       | \$1,137.24     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.98</b>  | <b>\$2.28</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.26</b> | <b>\$12.26</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$89.29        | \$89.59        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.29</b>  | <b>\$2.29</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.49</b> | <b>\$12.53</b> |
| Cost per Billable Hour                                      |   | \$104.07       | \$104.41       |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$57.24</b> | <b>\$57.43</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, PT/OT/SLP Assistant, Center/Facility-**  
**Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$40.62        | \$40.62        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.11%         | 14.11%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$47.50        | \$47.50        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 4.85           | 4.85           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.49          | 21.49          |
|   | Productivity Factor   | 1.61           | 1.61           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$76.48</b> | <b>\$76.48</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,117.48       | \$1,117.48     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.68</b>  | <b>\$3.09</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$57.85        | \$57.85        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 13.07%         | 13.07%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,681.69     | \$2,681.69     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$12.48</b> | <b>\$12.48</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$91.64        | \$92.05        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.33</b>  | <b>\$2.33</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.81</b> | <b>\$12.87</b> |
| Cost per Billable Hour                                      |   | \$106.78       | \$107.25       |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$42.71</b> | <b>\$42.90</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Audiologist, Center/Facility-Based,  
1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$63.47         | \$63.47         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.59%          | 12.59%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$73.25         | \$73.25         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 4.01            | 4.01            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.30           | 26.30           |
|   | Productivity Factor   | 1.52            | 1.52            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$111.34</b> | <b>\$111.34</b> |
| Facility  | - Square Feet of Service Space                                | 100             | 100             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$1,500.00      | \$1,725.00      |
|   | Annual Billable Hours   | 1,367.60        | 1,367.60        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>   | <b>\$1.26</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$112.44        | \$112.60        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>   | <b>\$3.80</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.85</b>  | <b>\$15.87</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$132.09</b> | <b>\$132.27</b> |



**Infant Development Program, Audiologist, Center/Facility-Based, 1:2**

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Audiologist, Center/Facility-Based,**  
**1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$63.47         | \$63.47         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.59%          | 12.59%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$73.25         | \$73.25         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.57            | 5.57            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 24.74           | 24.74           |
|   | Productivity Factor   | 1.62            | 1.62            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$118.67</b> | <b>\$118.67</b> |
| Facility  | - Square Feet of Service Space                                | 200             | 200             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$3,000.00      | \$3,450.00      |
|   | Annual Billable Hours   | 1,286.48        | 1,286.48        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>   | <b>\$2.68</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$121.00        | \$121.35        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>   | <b>\$4.04</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$17.05</b>  | <b>\$17.10</b>  |
|   | Cost per Billable Hour  | \$142.09        | \$142.49        |
|   | - Rate Premium  | 20%             | 20%             |
|   | - Number of Individuals Served                                | 3               | 3               |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$56.84</b>  | <b>\$57.00</b>  |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Center/Facility-  
Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 4.01           | 4.01           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 26.30          | 26.30          |
|   | Productivity Factor   | 1.52           | 1.52           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$49.92</b> | <b>\$49.92</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,367.60       | 1,367.60       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>  | <b>\$1.26</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$51.02        | \$51.18        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>  | <b>\$3.80</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.48</b>  | <b>\$7.50</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$62.30</b> | <b>\$62.48</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Center/Facility-  
Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 5.13           | 5.13           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 25.18          | 25.18          |
|   | Productivity Factor   | 1.59           | 1.59           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$52.22</b> | <b>\$52.22</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,309.36       | 1,309.36       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.72</b>  | <b>\$1.98</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$53.94        | \$54.20        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.97</b>  | <b>\$3.97</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$7.90</b>  | <b>\$7.93</b>  |
|   | Cost per Billable Hour  | \$65.81        | \$66.10        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$36.20</b> | <b>\$36.36</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Family Therapist, Center/Facility-  
Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$26.89        | \$26.89        |
|   | - Employee Benefit Rate (as a percent of wages)               | 19.32%         | 19.32%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$32.84        | \$32.84        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 5.57           | 5.57           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 24.74          | 24.74          |
|   | Productivity Factor   | 1.62           | 1.62           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$53.20</b> | <b>\$53.20</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,286.48       | 1,286.48       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>  | <b>\$2.68</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$55.53        | \$55.88        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>  | <b>\$4.04</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$8.12</b>  | <b>\$8.17</b>  |
|   | Cost per Billable Hour  | \$67.69        | \$68.09        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$27.08</b> | <b>\$27.24</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Center/Facility-  
Based, 1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$64.68         | \$64.68         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.43%          | 12.43%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54         | \$74.54         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 4.01            | 4.01            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.30           | 26.30           |
|   | Productivity Factor   | 1.52            | 1.52            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$113.30</b> | <b>\$113.30</b> |
| Facility  | - Square Feet of Service Space                                | 100             | 100             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$1,500.00      | \$1,725.00      |
|   | Annual Billable Hours   | 1,367.60        | 1,367.60        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>   | <b>\$1.26</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$114.40        | \$114.56        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>   | <b>\$3.80</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$16.12</b>  | <b>\$16.14</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$134.32</b> | <b>\$134.50</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Nurse, Center/Facility-  
Based, 1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$64.68         | \$64.68         |
|   | - Employee Benefit Rate (as a percent of wages)               | 12.43%          | 12.43%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$74.54         | \$74.54         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.13            | 5.13            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 25.18           | 25.18           |
|   | Productivity Factor   | 1.59            | 1.59            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$118.52</b> | <b>\$118.52</b> |
| Facility  | - Square Feet of Service Space                                | 150             | 150             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$2,250.00      | \$2,587.50      |
|   | Annual Billable Hours   | 1,309.36        | 1,309.36        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.72</b>   | <b>\$1.98</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$120.24        | \$120.50        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.97</b>   | <b>\$3.97</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$16.94</b>  | <b>\$16.97</b>  |
|   | Cost per Billable Hour  | \$141.15        | \$141.44        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$77.63</b>  | <b>\$77.79</b>  |

**Infant Development Program, Registered Nurse, Center/Facility-Based, 1:3**

February 9, 2026



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse,  
Center/Facility-Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$34.09        | \$34.09        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.34%         | 15.34%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28        | \$40.28        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 3.50           | 3.50           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 22.84          | 22.84          |
|   | Productivity Factor   | 1.51           | 1.51           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$60.82</b> | <b>\$60.82</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,187.68       | \$1,187.68     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.26</b>  | <b>\$1.45</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$64.68        | \$64.68        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%         | 12.43%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,981.75     | \$2,981.75     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$13.05</b> | <b>\$13.05</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$75.13        | \$75.32        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.19</b>  | <b>\$2.19</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.54</b> | <b>\$10.57</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$87.86</b> | <b>\$88.08</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse,  
Center/Facility-Based, 1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$34.09        | \$34.09        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.34%         | 15.34%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28        | \$40.28        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 4.47           | 4.47           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.87          | 21.87          |
|   | Productivity Factor   | 1.58           | 1.58           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$63.64</b> | <b>\$63.64</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,137.24       | \$1,137.24     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.98</b>  | <b>\$2.28</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$64.68        | \$64.68        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%         | 12.43%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,981.75     | \$2,981.75     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$13.63</b> | <b>\$13.63</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$79.25        | \$79.55        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.29</b>  | <b>\$2.29</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.12</b> | <b>\$11.16</b> |
| Cost per Billable Hour                                      |   | \$92.66        | \$93.00        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$50.96</b> | <b>\$51.15</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Licensed Vocational Nurse,  
Center/Facility-Based, 1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 70%            | 70%            |
|   | - Direct Care Staff Hourly Wage                               | \$34.09        | \$34.09        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.34%         | 15.34%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$40.28        | \$40.28        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 34.60          | 34.60          |
|   | - Recordkeeping and Reporting                                 | 4.85           | 4.85           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.78           | 0.78           |
|   | - Collateral contacts (not billable)                          | 2.34           | 2.34           |
|   | - Interdisciplinary team case reviews/planning                | 1.17           | 1.17           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.04           | 3.04           |
|   | "Billable" Hours  | 21.49          | 21.49          |
|   | Productivity Factor   | 1.61           | 1.61           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$64.85</b> | <b>\$64.85</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,117.48       | \$1,117.48     |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.68</b>  | <b>\$3.09</b>  |
| Supervision   | - Supervisor Hourly Wage                                      | \$64.68        | \$64.68        |
|   | - Supervisor Benefit Rate (as a percent of wages)             | 12.43%         | 12.43%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Weekly Supervision Cost                                       | \$2,981.75     | \$2,981.75     |
|   | - Number of Direct Care Staff Supervised                      | 10             | 10             |
| <b>Supervision Cost per Billable Hour</b>                   |   | <b>\$13.88</b> | <b>\$13.88</b> |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$81.41        | \$81.82        |
|   | - Daily Program Operations Costs                              | \$10.00        | \$10.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$2.33</b>  | <b>\$2.33</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.42</b> | <b>\$11.48</b> |
| Cost per Billable Hour                                      |   | \$95.16        | \$95.63        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$38.06</b> | <b>\$38.25</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Dietitian, Center/Facility-  
Based, 1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$44.90        | \$44.90        |
|   | - Employee Benefit Rate (as a percent of wages)               | 14.64%         | 14.64%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$52.74        | \$52.74        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 4.01           | 4.01           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 26.30          | 26.30          |
|   | Productivity Factor   | 1.52           | 1.52           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$80.16</b> | <b>\$80.16</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,367.60       | 1,367.60       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>  | <b>\$1.26</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$81.26        | \$81.42        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>  | <b>\$3.80</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.60</b> | <b>\$11.62</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$96.66</b> | <b>\$96.84</b> |

**Infant Development Program, Registered Dietitian, Center/Facility-Based, 1:2**

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Registered Dietitian, Center/Facility-  
Based, 1:3**

|                                      |   | Base Model     | Harbor         |
|--------------------------------------|---|----------------|----------------|
| Unit of Service                      |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|                                      | - Direct Care Staff Hourly Wage                               | \$44.90        | \$44.90        |
|                                      | - Employee Benefit Rate (as a percent of wages)               | 14.64%         | 14.64%         |
|                                      | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|                                      | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$52.74        | \$52.74        |
|                                      | <i>Productivity Adjustments</i>                               |                |                |
|                                      | Total Hours   | 40.00          | 40.00          |
|                                      | - Recordkeeping and Reporting                                 | 5.57           | 5.57           |
|                                      | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|                                      | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|                                      | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|                                      | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|                                      | - Training  | 0.48           | 0.48           |
|                                      | - Paid Time Off   | 3.85           | 3.85           |
|                                      | "Billable" Hours  | 24.74          | 24.74          |
|                                      | Productivity Factor   | 1.62           | 1.62           |
|                                      | <b>Staff Cost After Productivity Adj. per Billable Hour</b>   | <b>\$85.44</b> | <b>\$85.44</b> |
| Facility                             | - Square Feet of Service Space                                | 200            | 200            |
|                                      | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|                                      | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|                                      | Annual Billable Hours   | 1,286.48       | 1,286.48       |
|                                      | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>  | <b>\$2.68</b>  |
| Admin. and Prog. Operations          | Cost per Hour, Before Program Operations and Administration   | \$87.77        | \$88.12        |
|                                      | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|                                      | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>  | <b>\$4.04</b>  |
|                                      | - Administration Percent                                      | 12.0%          | 12.0%          |
|                                      | <b>Administration Cost per Billable Hour</b>                  | <b>\$12.52</b> | <b>\$12.57</b> |
|                                      | Cost per Billable Hour  | \$104.33       | \$104.73       |
|                                      | - Rate Premium  | 20%            | 20%            |
|                                      | - Number of Individuals Served                                | 3              | 3              |
|                                      | <b>Rate per Billable Hour</b>                                 | <b>\$41.73</b> | <b>\$41.89</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Social Worker, Center/Facility-Based,  
1:1**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$39.35        | \$39.35        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.62%         | 15.62%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61        | \$46.61        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 4.01           | 4.01           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 26.30          | 26.30          |
|   | Productivity Factor   | 1.52           | 1.52           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$70.85</b> | <b>\$70.85</b> |
| Facility  | - Square Feet of Service Space                                | 100            | 100            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$1,500.00     | \$1,725.00     |
|   | Annual Billable Hours   | 1,367.60       | 1,367.60       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>  | <b>\$1.26</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$71.95        | \$72.11        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>  | <b>\$3.80</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.33</b> | <b>\$10.35</b> |
| <b>Rate per Billable Hour</b>                               |   | <b>\$86.08</b> | <b>\$86.26</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Infant Development Program, Social Worker, Center/Facility-Based,**

**1:2**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$39.35        | \$39.35        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.62%         | 15.62%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61        | \$46.61        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 5.13           | 5.13           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 25.18          | 25.18          |
|   | Productivity Factor   | 1.59           | 1.59           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$74.11</b> | <b>\$74.11</b> |
| Facility  | - Square Feet of Service Space                                | 150            | 150            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$2,250.00     | \$2,587.50     |
|   | Annual Billable Hours   | 1,309.36       | 1,309.36       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.72</b>  | <b>\$1.98</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$75.83        | \$76.09        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.97</b>  | <b>\$3.97</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$10.88</b> | <b>\$10.92</b> |
|   | Cost per Billable Hour  | \$90.68        | \$90.98        |
|   | - Rate Premium  | 10%            | 10%            |
|   | - Number of Individuals Served                                | 2              | 2              |
| <b>Rate per Billable Hour</b>                               |   | <b>\$49.87</b> | <b>\$50.04</b> |



**DDS Vendor Rate Study - Rate Models**  
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**Infant Development Program, Social Worker, Center/Facility-Based,**  
**1:3**

|   |   | Base Model     | Harbor         |
|---|---|----------------|----------------|
| Unit of Service   |   | Hour           | Hour           |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%           | 100%           |
|   | - Direct Care Staff Hourly Wage                               | \$39.35        | \$39.35        |
|   | - Employee Benefit Rate (as a percent of wages)               | 15.62%         | 15.62%         |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%          | 2.82%          |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$46.61        | \$46.61        |
|   | <i>Productivity Adjustments</i>                               |                |                |
|   | Total Hours   | 40.00          | 40.00          |
|   | - Recordkeeping and Reporting                                 | 5.57           | 5.57           |
|   | - Supervision and Other Employer Time                         | 0.45           | 0.45           |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89           | 0.89           |
|   | - Collateral contacts (not billable)                          | 2.68           | 2.68           |
|   | - Interdisciplinary team case reviews/planning                | 1.34           | 1.34           |
|   | - Training  | 0.48           | 0.48           |
|   | - Paid Time Off   | 3.85           | 3.85           |
|   | "Billable" Hours  | 24.74          | 24.74          |
|   | Productivity Factor   | 1.62           | 1.62           |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$75.51</b> | <b>\$75.51</b> |
| Facility  | - Square Feet of Service Space                                | 200            | 200            |
|   | - Annual Cost per Square Foot                                 | \$15.00        | \$17.25        |
|   | Annual Facility Cost  | \$3,000.00     | \$3,450.00     |
|   | Annual Billable Hours   | 1,286.48       | 1,286.48       |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>  | <b>\$2.68</b>  |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$77.84        | \$78.19        |
|   | - Daily Program Operations Costs                              | \$20.00        | \$20.00        |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>  | <b>\$4.04</b>  |
|   | - Administration Percent                                      | 12.0%          | 12.0%          |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$11.17</b> | <b>\$11.21</b> |
|   | Cost per Billable Hour  | \$93.05        | \$93.44        |
|   | - Rate Premium  | 20%            | 20%            |
|   | - Number of Individuals Served                                | 3              | 3              |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$37.22</b> | <b>\$37.38</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Infant Development Program, Psychologist, Center/Facility-Based,  
1:1**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 4.01            | 4.01            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 26.30           | 26.30           |
|   | Productivity Factor   | 1.52            | 1.52            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$103.34</b> | <b>\$103.34</b> |
| Facility  | - Square Feet of Service Space                                | 100             | 100             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$1,500.00      | \$1,725.00      |
|   | Annual Billable Hours   | 1,367.60        | 1,367.60        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.10</b>   | <b>\$1.26</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$104.44        | \$104.60        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.80</b>   | <b>\$3.80</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$14.76</b>  | <b>\$14.78</b>  |
| <b>Rate per Billable Hour</b>                               |   | <b>\$123.00</b> | <b>\$123.18</b> |

**DDS Vendor Rate Study - Rate Models**  
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**Infant Development Program, Psychologist, Center/Facility-Based,**

**1:2**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.13            | 5.13            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 25.18           | 25.18           |
|   | Productivity Factor   | 1.59            | 1.59            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$108.10</b> | <b>\$108.10</b> |
| Facility  | - Square Feet of Service Space                                | 150             | 150             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$2,250.00      | \$2,587.50      |
|   | Annual Billable Hours   | 1,309.36        | 1,309.36        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$1.72</b>   | <b>\$1.98</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$109.82        | \$110.08        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$3.97</b>   | <b>\$3.97</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.52</b>  | <b>\$15.55</b>  |
|   | Cost per Billable Hour  | \$129.31        | \$129.60        |
|   | - Rate Premium  | 10%             | 10%             |
|   | - Number of Individuals Served                                | 2               | 2               |
| <b>Rate per Billable Hour</b>                               |   | <b>\$71.12</b>  | <b>\$71.28</b>  |

**DDS Vendor Rate Study - Rate Models**  
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**Infant Development Program, Psychologist, Center/Facility-Based,**  
**1:3**

|   |   | Base Model      | Harbor          |
|---|---|-----------------|-----------------|
| Unit of Service   |   | Hour            | Hour            |
| Direct Care Staff Wages and Benefits                        | - Percent of Direct Care Staff Working Full-Time              | 100%            | 100%            |
|   | - Direct Care Staff Hourly Wage                               | \$58.70         | \$58.70         |
|   | - Employee Benefit Rate (as a percent of wages)               | 13.00%          | 13.00%          |
|   | - Workers' Compensation Rate (as a percent of wages)          | 2.82%           | 2.82%           |
|   | Hourly Staff Cost Before Productivity Adj. (wages + benefits) | \$67.99         | \$67.99         |
|   | <i>Productivity Adjustments</i>                               |                 |                 |
|   | Total Hours   | 40.00           | 40.00           |
|   | - Recordkeeping and Reporting                                 | 5.57            | 5.57            |
|   | - Supervision and Other Employer Time                         | 0.45            | 0.45            |
|   | - Missed Appointments (not redirected to other tasks)         | 0.89            | 0.89            |
|   | - Collateral contacts (not billable)                          | 2.68            | 2.68            |
|   | - Interdisciplinary team case reviews/planning                | 1.34            | 1.34            |
|   | - Training  | 0.48            | 0.48            |
|   | - Paid Time Off   | 3.85            | 3.85            |
|   | "Billable" Hours  | 24.74           | 24.74           |
|   | Productivity Factor   | 1.62            | 1.62            |
| <b>Staff Cost After Productivity Adj. per Billable Hour</b> |   | <b>\$110.14</b> | <b>\$110.14</b> |
| Facility  | - Square Feet of Service Space                                | 200             | 200             |
|   | - Annual Cost per Square Foot                                 | \$15.00         | \$17.25         |
|   | Annual Facility Cost  | \$3,000.00      | \$3,450.00      |
|   | Annual Billable Hours   | 1,286.48        | 1,286.48        |
|   | <b>Facility Cost per Billable Hour</b>                        | <b>\$2.33</b>   | <b>\$2.68</b>   |
| Admin. and Prog. Operations                                 | Cost per Hour, Before Program Operations and Administration   | \$112.47        | \$112.82        |
|   | - Daily Program Operations Costs                              | \$20.00         | \$20.00         |
|   | <b>Program Operations Cost per Billable Hour</b>              | <b>\$4.04</b>   | <b>\$4.04</b>   |
|   | - Administration Percent                                      | 12.0%           | 12.0%           |
|   | <b>Administration Cost per Billable Hour</b>                  | <b>\$15.89</b>  | <b>\$15.94</b>  |
|   | Cost per Billable Hour  | \$132.40        | \$132.80        |
|   | - Rate Premium  | 20%             | 20%             |
|   | - Number of Individuals Served                                | 3               | 3               |
|   | <b>Rate per Billable Hour</b>                                 | <b>\$52.96</b>  | <b>\$53.12</b>  |

# Vendor Rate Study

## Appendices to Rate Models

- prepared for -

California Department of Developmental Services

- prepared by -

Burns & Associates, A Division of Health Management Associates  
<https://www.healthmanagement.com/about/burns-associates/>

February 9, 2026

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix A: Summary of All Regional Categories**

| Wages | Travel | Commercial Real Estate |
|-------|--------|------------------------|
|-------|--------|------------------------|

***Base Model Multipliers***

|            |      |      |      |
|------------|------|------|------|
| Category A | 95%  | 90%  | 80%  |
| Category B | 100% | 105% | 115% |
| Category C | 115% | 125% | 130% |

***Regional Center Designations***

|   |            |            |            |
|---|------------|------------|------------|
| Alta Regional Center                      | Category A | Category C | Category A |
| Central Valley Regional Center            | Category A | Category C | Category A |
| Regional Center of the East Bay           | Category C | Category B | Category C |
| Far Northern Regional Center              | Category A | Category C | Category A |
| Golden Gate Regional Center               | Category C | Category A | Category C |
| Inland Regional Center                    | Category A | Category C | Category A |
| Kern Regional Center                      | Category A | Category C | Category A |
| Eastern Los Angeles Regional Center       | Category B | Category A | Category B |
| Frank D. Lanterman Regional Center        | Category B | Category A | Category B |
| Harbor Regional Center                    | Category B | Category B | Category B |
| North Los Angeles Regional Center         | Category B | Category B | Category B |
| San Gabriel/ Pomona Regional Center       | Category B | Category B | Category B |
| South Central Los Angeles Regional Center | Category B | Category A | Category B |
| Westside Regional Center                  | Category B | Category A | Category B |
| North Bay Regional Center                 | Category B | Category B | Category A |
| Regional Center of Orange County          | Category B | Category B | Category B |
| Redwood Coast Regional Center             | Category A | Category C | Category A |
| San Andreas Regional Center               | Category C | Category B | Category C |
| San Diego Regional Center                 | Category B | Category B | Category B |
| Tri-Counties Regional Center              | Category B | Category C | Category B |
| Valley Mountain Regional Center           | Category A | Category C | Category A |

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**Appendix B: Wage Assumptions**  
**Data for Occupations with Duties Related to HCBS**

| BLS Code and Title                                      | Education and Training Requirement<br>(per Bureau of Labor Statistics) |                    |                             | Bureau of Labor Statistics Wages<br>(May 2020) |           |           |           |           |
|---|--|--------------------|-----------------------------|--|-----------|-----------|-----------|-----------|
|   | Typical Education  | Related Experience | Typical on-the-job training | 10th %ile                                      | 25th %ile | 50th %ile | 75th %ile | 90th %ile |
| 11-9151 Social/ community svc. mgr.                     | Bachelor's   | Under 5 yrs        | None                        | \$19.17  | \$25.76   | \$34.64   | \$46.03   | \$59.80   |
| 19-3031 Clinic./ counsel./ school psychologist          | Doctoral/ prof   | None               | Intern/ resident            | \$27.76  | \$40.18   | \$51.67   | \$65.50   | \$82.97   |
| 21-1012 Edu./ guidance/ school/ voc. counselor          | Master's   | None               | None                        | \$20.46  | \$26.01   | \$37.44   | \$50.96   | \$62.20   |
| 21-1013 Marriage and family therapist                   | Master's   | None               | Intern/ resident            | \$15.74  | \$18.12   | \$23.67   | \$31.59   | \$44.29   |
| 21-1015 Rehabilitation counselor                        | Master's   | None               | None                        | \$13.31  | \$14.11   | \$15.56   | \$21.35   | \$29.96   |
| 21-1018 Substance/ behav./ mental hlth. counselor       | Bachelor's   | None               | None                        | \$15.76  | \$18.24   | \$24.08   | \$31.78   | \$46.59   |
| 21-1021 Child/ family/ school social worker             | Bachelor's   | None               | None                        | \$16.67  | \$19.79   | \$25.21   | \$34.11   | \$45.86   |
| 21-1022 Healthcare social worker                        | Master's   | None               | Intern/ resident            | \$21.35  | \$27.66   | \$37.34   | \$49.82   | \$62.92   |
| 21-1023 Mental hlth/ substance abuse social worker      | Master's   | None               | Intern/ resident            | \$17.15  | \$22.47   | \$32.96   | \$47.55   | \$57.08   |
| 21-1091 Health educator                                 | Bachelor's   | None               | None                        | \$17.82  | \$22.73   | \$30.84   | \$44.28   | \$52.85   |
| 21-1093 Social and human service assistant              | High school  | None               | Short-term OTJ              | \$13.90  | \$15.76   | \$19.69   | \$25.72   | \$32.87   |
| 21-1094 Community health worker                         | High school  | None               | Short-term OTJ              | \$15.74  | \$18.46   | \$23.18   | \$30.22   | \$39.00   |
| 25-2051 Special ed. teachers, preschool 2/              | Bachelor's   | None               | None                        | \$19.36  | \$26.32   | \$31.38   | \$48.83   | \$62.33   |
| 25-3097 Teachers and instructors, all other 2/          | Bachelor's   | None               | None                        | \$17.48  | \$19.56   | \$25.16   | \$48.28   | \$66.39   |
| 25-9045 Teaching assistants, except postsecondary       | Bachelor's   | None               | None                        | \$17.31  | \$19.01   | \$22.34   | \$26.49   | \$31.03   |
| 29-1031 Dietitian/ nutritionist                         | Bachelor's   | None               | Intern/ resident            | \$24.86  | \$33.18   | \$39.52   | \$46.43   | \$51.95   |
| 29-1122 Occupational therapist                          | Master's   | None               | None                        | \$30.35  | \$41.55   | \$49.62   | \$58.71   | \$65.11   |
| 29-1123 Physical therapist                              | Doctoral/ prof   | None               | None                        | \$32.72  | \$41.29   | \$50.92   | \$60.70   | \$68.50   |
| 29-1125 Recreational therapist                          | Bachelor's   | None               | None                        | \$19.27  | \$29.19   | \$39.26   | \$46.65   | \$51.25   |
| 29-1127 Speech-language pathologist                     | Master's   | None               | Intern/ resident            | \$29.73  | \$37.94   | \$46.08   | \$54.00   | \$62.55   |
| 29-1141 Registered nurse                                | Bachelor's   | None               | None                        | \$36.62  | \$45.18   | \$56.93   | \$71.07   | \$83.35   |
| 29-1181 Audiologists                                    | Doctoral/ prof   | None               | None                        | \$36.05  | \$45.89   | \$55.87   | \$63.34   | \$71.27   |
| 29-1223 Psychiatrist                                    | Doctoral/ prof   | None               | Intern/ resident            | \$55.19  | \$83.95   | 1/        | 1/        | 1/        |
| 29-2053 Psychiatric technician                          | Postsec. award   | Under 5 yrs        | Short-term OTJ              | \$16.51  | \$21.12   | \$29.04   | \$34.56   | \$39.17   |
| 29-2061 Licensed practical/ vocational nurse            | Postsec. award   | None               | None                        | \$21.70  | \$25.53   | \$30.01   | \$36.28   | \$41.21   |
| 31-1120 Home health and personal care aides             | High school  | None               | Short-term OTJ              | \$13.01  | \$13.02   | \$14.05   | \$15.26   | \$18.80   |
| 31-1131 Nursing assistants                              | Postsec. award   | None               | None                        | \$13.90  | \$15.52   | \$18.06   | \$21.45   | \$25.31   |
| 31-1132 Orderlies                                       | High school  | None               | Short-term OTJ              | \$14.00  | \$15.99   | \$19.44   | \$25.65   | \$30.93   |
| 31-1133 Psychiatric aides                               | High school  | None               | Short-term OTJ              | \$13.57  | \$14.52   | \$15.99   | \$18.89   | \$27.57   |
| 31-2011 Occupational therapy assistant                  | Associate's  | None               | None                        | \$26.54  | \$30.72   | \$35.75   | \$40.20   | \$46.15   |
| 31-2012 Occupational therapy aides                      | High school  | None               | Short-term OTJ              | \$13.02  | \$13.72   | \$15.07   | \$18.75   | \$27.13   |
| 31-2021 Physical therapist assistant                    | Associate's  | None               | None                        | \$20.55  | \$29.08   | \$35.04   | \$39.82   | \$45.32   |
| 31-2022 Physical therapist aide                         | High school  | None               | Short-term OTJ              | \$13.02  | \$13.30   | \$14.73   | \$17.05   | \$19.79   |
| 31-9092 Medical assistant                               | Postsec. award   | None               | None                        | \$13.80  | \$15.81   | \$19.00   | \$25.13   | \$30.55   |
| 37-2011 Janitor/ cleaner                                | None   | None               | Short-term OTJ              | \$13.02  | \$14.01   | \$16.26   | \$20.51   | \$25.91   |
| 37-2012 Maids and housekeeping cleaners                 | None   | None               | Short-term OTJ              | \$13.02  | \$13.75   | \$15.36   | \$18.98   | \$24.70   |
| 39-1098 First-line supervisors of personal svc. workers | High school  | Under 5 yrs        | None                        | \$14.72  | \$17.36   | \$22.22   | \$30.27   | \$38.36   |
| 39-9032 Recreation worker                               | High school  | None               | Short-term OTJ              | \$13.02  | \$13.82   | \$15.29   | \$18.86   | \$23.72   |
| 39-9041 Residential advisor                             | High school  | None               | Short-term OTJ              | \$13.64  | \$15.07   | \$17.51   | \$21.03   | \$27.39   |
| 53-3052 Bus drivers, transit and intercity              | High school  | None               | Mod-term OTJ                | \$16.53  | \$20.05   | \$25.71   | \$31.46   | \$38.04   |

1/ The BLS does not publish wages that exceed \$100 per hour or \$208,000 per year.

2/ Only annual salaries are reported for teacher positions; hourly wages have been calculated based on a 1,600-hour work year.

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions**  
**BLS Wage Adjustment Assumptions - Minimum Wage 'Spillover' and Wage Inflation**

|   |         |
|---|---------|
| Current minimum wage  | \$13.00 |
| Future minimum wage   | \$16.90 |
| 'Tipping point' at which formula does not produce an increase | \$21.32 |

***Adjustment for Minimum Wage 'Spillover'***

| Current Wage      | Dollar Amount from<br>Previous 'Step' | Percentage of Dollar<br>Amount from Previous Step<br>'Captured' as Part of Wage<br>Increase | Dollar Amount from<br>Previous Step 'Captured' as<br>Part of Wage Increase | Revised Wage      |
|-------------------|---------------------------------------|---|--|-------------------|
| \$13.00           |                                       |   |  | \$16.90           |
| \$13.01 - \$14.00 | \$1.00                                | 90%   | \$0.90   | \$16.91 - \$17.80 |
| \$14.01 - \$15.00 | \$1.00                                | 80%   | \$0.80   | \$17.81 - \$18.60 |
| \$15.01 - \$16.00 | \$1.00                                | 70%   | \$0.70   | \$18.61 - \$19.30 |
| \$16.01 - \$17.00 | \$1.00                                | 60%   | \$0.60   | \$19.31 - \$19.90 |
| \$17.01 - \$18.00 | \$1.00                                | 50%   | \$0.50   | \$19.91 - \$20.40 |
| \$18.01 - \$19.00 | \$1.00                                | 40%   | \$0.40   | \$20.40 - \$20.80 |
| \$19.01 - \$20.00 | \$1.00                                | 30%   | \$0.30   | \$20.80 - \$21.10 |
| \$20.01 - \$21.00 | \$1.00                                | 20%   | \$0.20   | \$21.10 - \$21.30 |
| \$21.01 - \$21.32 | \$1.00                                | 10%   | \$0.10   | \$21.30 - \$21.33 |

***Adjustment of Wage Inflation***

|  |               |
|--|---------------|
| <b>Weighted Annual Average<sup>1</sup></b>                       | <b>4.90%</b>  |
| BLS Dataset Month  | May-20        |
| Midpoint of Initial Year of Implementation                       | Jan-23        |
| Number of Months Between BLS Dataset and Implementation Midpoint | 32            |
| <b>Total Inflation Factor</b>                                    | <b>13.61%</b> |

<sup>1</sup> Compound annual growth rate for net earnings in California for 2010 – 2020; Source:  
<https://apps.bea.gov/regional/bearfacts/action.cfm>



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**Appendix B: Wage Assumptions**  
**BLS Wage Data With Greater of Minimum Wage or Inflation Adjustments**

| BLS Code and Title |  | Bureau of Labor Statistics Wages<br>(May 2020 After Adjustment) |               |               |               |               |
|--------------------|--|---|---------------|---------------|---------------|---------------|
|                    |  | 10th<br>%-ile   | 25th<br>%-ile | 50th<br>%-ile | 75th<br>%-ile | 90th<br>%-ile |
| 11-9151            | Social/ community svc. mgr.                  | \$21.78   | \$29.27       | \$39.35       | \$52.29       | \$67.94       |
| 19-3031            | Clinic./ counsel./ school psychologist       | \$31.54   | \$45.65       | \$58.70       | \$74.41       | \$94.26       |
| 21-1012            | Edu./ guidance/ school/ voc. counselor       | \$23.24   | \$29.55       | \$42.54       | \$57.90       | \$70.67       |
| 21-1013            | Marriage and family therapist                | \$19.12   | \$20.59       | \$26.89       | \$35.89       | \$50.32       |
| 21-1015            | Rehabilitation counselor                     | \$17.18   | \$17.89       | \$18.99       | \$24.26       | \$34.04       |
| 21-1018            | Substance/ behav./ mental hlth. counselor    | \$19.13   | \$20.72       | \$27.36       | \$36.11       | \$52.93       |
| 21-1021            | Child/ family/ school social worker          | \$19.70   | \$22.48       | \$28.64       | \$38.75       | \$52.10       |
| 21-1022            | Healthcare social worker                     | \$24.26   | \$31.42       | \$42.42       | \$56.60       | \$71.48       |
| 21-1023            | Mental hlth/ substance abuse social worker   | \$19.98   | \$25.53       | \$37.45       | \$54.02       | \$64.85       |
| 21-1091            | Health educator                              | \$20.31   | \$25.82       | \$35.04       | \$50.31       | \$60.04       |
| 21-1093            | Social and human service assistant           | \$17.71   | \$19.13       | \$22.37       | \$29.22       | \$37.34       |
| 21-1094            | Community health worker                      | \$19.12   | \$20.97       | \$26.33       | \$34.33       | \$44.31       |
| 25-2051            | Special ed. teachers, preschool              | \$21.99   | \$29.90       | \$35.65       | \$55.48       | \$70.81       |
| 25-3097            | Teachers and instructors, all other          | \$20.14   | \$22.22       | \$28.58       | \$54.85       | \$75.43       |
| 25-9045            | Teaching assistants, except postsecondary    | \$20.06   | \$21.60       | \$25.38       | \$30.10       | \$35.25       |
| 29-1031            | Dietitian/ nutritionist                      | \$28.24   | \$37.70       | \$44.90       | \$52.75       | \$59.02       |
| 29-1122            | Occupational therapist                       | \$34.48   | \$47.20       | \$56.37       | \$66.70       | \$73.97       |
| 29-1123            | Physical therapist                           | \$37.17   | \$46.91       | \$57.85       | \$68.96       | \$77.82       |
| 29-1125            | Recreational therapist                       | \$21.89   | \$33.16       | \$44.60       | \$53.00       | \$58.23       |
| 29-1127            | Speech-language pathologist                  | \$33.78   | \$43.10       | \$52.35       | \$61.35       | \$71.06       |
| 29-1141            | Registered nurse                             | \$41.60   | \$51.33       | \$64.68       | \$80.74       | \$94.69       |
| 29-1181            | Audiologists                                 | \$40.96   | \$52.14       | \$63.47       | \$71.96       | \$80.97       |
| 29-1223            | Psychiatrist                                 | \$62.70   | \$95.38       | 1/            | 1/            | 1/            |
| 29-2053            | Psychiatric technician                       | \$19.61   | \$23.99       | \$32.99       | \$39.26       | \$44.50       |
| 29-2061            | Licensed practical/ vocational nurse         | \$24.65   | \$29.00       | \$34.09       | \$41.22       | \$46.82       |
| 31-1120            | Home health and personal care aides          | \$16.91   | \$16.92       | \$17.84       | \$18.78       | \$21.36       |
| 31-1131            | Nursing assistants                           | \$17.71   | \$18.96       | \$20.52       | \$24.37       | \$28.75       |
| 31-1132            | Orderlies                                    | \$17.80   | \$19.29       | \$22.09       | \$29.14       | \$35.14       |
| 31-1133            | Psychiatric aides                            | \$17.41   | \$18.22       | \$19.29       | \$21.46       | \$31.32       |
| 31-2011            | Occupational therapy assistant               | \$30.15   | \$34.90       | \$40.62       | \$45.67       | \$52.43       |
| 31-2012            | Occupational therapy aides                   | \$16.92   | \$17.55       | \$18.65       | \$21.30       | \$30.82       |
| 31-2021            | Physical therapist assistant                 | \$23.35   | \$33.04       | \$39.81       | \$45.24       | \$51.49       |
| 31-2022            | Physical therapist aide                      | \$16.92   | \$17.17       | \$18.38       | \$19.93       | \$22.48       |
| 31-9092            | Medical assistant                            | \$17.62   | \$19.17       | \$21.59       | \$28.55       | \$34.71       |
| 37-2011            | Janitor/ cleaner                             | \$16.92   | \$17.81       | \$19.46       | \$23.30       | \$29.44       |
| 37-2012            | Maids and housekeeping cleaners              | \$16.92   | \$17.58       | \$18.85       | \$21.56       | \$28.06       |
| 39-1098            | First-line supervisors of personal svc. work | \$18.38   | \$20.08       | \$25.24       | \$34.39       | \$43.58       |
| 39-9032            | Recreation worker                            | \$16.92   | \$17.64       | \$18.80       | \$21.43       | \$26.95       |
| 39-9041            | Residential advisor                          | \$17.48   | \$18.65       | \$20.16       | \$23.89       | \$31.12       |
| 53-3052            | Bus drivers, transit and intercity           | \$19.62   | \$22.78       | \$29.21       | \$35.74       | \$43.22       |

1/ The BLS does not publish wages that exceed \$100 per hour or \$208,000 per year.

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Personal Assistance | Participant-Directed Personal Assistance | Parent Coordinated Personal Assistance | Independent Living Program | Participant-Directed Independent Living | Independent Living Specialist | Parent Coordinated Supported Living | Supported Living Services | Parenting Support Services | Respite     |
|---------------------------|---|---------------------|--|--|----------------------------|---|-------------------------------|-------------------------------------|---------------------------|----------------------------|-------------|
| <b>BLS Code and Title</b> |   |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 11-9151                   | Social/ community svc. mgr.                     |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 19-3031                   | Clinic./ counsel./ school psychologist          |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1013                   | Marriage and family therapist                   |                     |  |  |                            |   |                               |                                     |                           | 50%                        |             |
| 21-1015                   | Rehabilitation counselor                        |                     |  |  | 30%                        |   | 30%                           |                                     |                           |                            |             |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1021                   | Child/ family/ school social worker             |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1022                   | Healthcare social worker                        |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1023                   | Mental hlth/ substance abuse social worker      |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 21-1091                   | Health educator                                 |                     |  |  |                            |   |                               |                                     |                           | 50%                        |             |
| 21-1093                   | Social and human service assistant              |                     |  |  | 30%                        |   | 30%                           |                                     |                           |                            |             |
| 21-1094                   | Community health worker                         |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 25-2051                   | Special ed. teachers, preschool                 |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 25-3097                   | Teachers and instructors, all other             |                     |  |  | 40%                        |   | 40%                           |                                     |                           |                            |             |
| 25-9045                   | Teaching assistants, except postsecondary       |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1031                   | Dietitian/ nutritionist                         |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1122                   | Occupational therapist                          |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1123                   | Physical therapist                              |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1125                   | Recreational therapist                          |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1127                   | Speech-language pathologist                     |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1141                   | Registered nurse                                |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1181                   | Audiologists                                    |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-1223                   | Psychiatrist                                    |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-2053                   | Psychiatric technician                          |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 29-2061                   | Licensed practical/ vocational nurse            |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-1120                   | Home health and personal care aides             | 90%                 | 90%                                      | 90%                                    |                            | 50%                                     |                               | 70%                                 | 70%                       |                            | 90%         |
| 31-1131                   | Nursing assistants                              |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-1132                   | Orderlies                                       |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-1133                   | Psychiatric aides                               | 5%                  | 5%                                       | 5%                                     |                            | 25%                                     |                               | 15%                                 | 15%                       |                            | 5%          |
| 31-2011                   | Occupational therapy assistant                  |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-2012                   | Occupational therapy aides                      |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-2021                   | Physical therapist assistant                    |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-2022                   | Physical therapist aide                         |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 31-9092                   | Medical assistant                               |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 37-2011                   | Janitor/ cleaner                                |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 37-2012                   | Maids and housekeeping cleaners                 |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 39-1098                   | First-line supervisors of personal svc. workers |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 39-9032                   | Recreation worker                               | 5%                  | 5%                                       | 5%                                     |                            | 25%                                     |                               | 15%                                 | 15%                       |                            | 5%          |
| 39-9041                   | Residential advisor                             |                     |  |  |                            |   |                               |                                     |                           |                            |             |
| 53-3052                   | Bus drivers, transit and intercity              |                     |  |  |                            |   |                               |                                     |                           |                            |             |
|                           |   | <b>100%</b>         | <b>100%</b>                              | <b>100%</b>                            | <b>100%</b>                | <b>100%</b>                             | <b>100%</b>                   | <b>100%</b>                         | <b>100%</b>               | <b>100%</b>                | <b>100%</b> |

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Behavioral Respite | Participant-Directed Respite | Tutor Services | Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated, Line Staff | Residential Facility - Owner Operated, Line Staff | Residential Facility - Staff Operated, Lead Staff | Residential Facility, Level 7, DSPs | Residential Facility, Level 7, Lead DSPs |
|---------------------------|---|--------------------|------------------------------|----------------|--------------|---------------------------------------|---|---|---|-------------------------------------|--|
| <b>BLS Code and Title</b> |   |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 11-9151                   | Social/ community svc. mgr.                     |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 19-3031                   | Clinic./ counsel./ school psychologist          |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1013                   | Marriage and family therapist                   |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1015                   | Rehabilitation counselor                        |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1021                   | Child/ family/ school social worker             |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1022                   | Healthcare social worker                        |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1023                   | Mental hlth/ substance abuse social worker      |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1091                   | Health educator                                 |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1093                   | Social and human service assistant              |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 21-1094                   | Community health worker                         |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 25-2051                   | Special ed. teachers, preschool                 |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 25-3097                   | Teachers and instructors, all other             |                    |                              | 100%           |              |                                       |   |   |   |                                     |  |
| 25-9045                   | Teaching assistants, except postsecondary       |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1031                   | Dietitian/ nutritionist                         |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1122                   | Occupational therapist                          |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1123                   | Physical therapist                              |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1125                   | Recreational therapist                          |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1127                   | Speech-language pathologist                     |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1141                   | Registered nurse                                |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1181                   | Audiologists                                    |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-1223                   | Psychiatrist                                    |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-2053                   | Psychiatric technician                          |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 29-2061                   | Licensed practical/ vocational nurse            |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-1120                   | Home health and personal care aides             |                    | 90%                          |                |              | 90%                                   | 70%   | 70%   | 70%   | 70%                                 | 70%                                      |
| 31-1131                   | Nursing assistants                              |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-1132                   | Orderlies                                       |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-1133                   | Psychiatric aides                               | 100%               | 5%                           |                |              | 5%                                    | 15%   | 15%   | 15%   | 15%                                 | 15%                                      |
| 31-2011                   | Occupational therapy assistant                  |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-2012                   | Occupational therapy aides                      |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-2021                   | Physical therapist assistant                    |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-2022                   | Physical therapist aide                         |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 31-9092                   | Medical assistant                               |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 37-2011                   | Janitor/ cleaner                                |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 37-2012                   | Maids and housekeeping cleaners                 |                    |                              |                | 100%         |                                       |   |   |   |                                     |  |
| 39-1098                   | First-line supervisors of personal svc. workers |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 39-9032                   | Recreation worker                               |                    | 5%                           |                |              | 5%                                    | 15%   | 15%   | 15%   | 15%                                 | 15%                                      |
| 39-9041                   | Residential advisor                             |                    |                              |                |              |                                       |   |   |   |                                     |  |
| 53-3052                   | Bus drivers, transit and intercity              |                    |                              |                |              |                                       |   |   |   |                                     |  |
|                           |   | 100%               | 100%                         | 100%           | 100%         | 100%                                  | 100%  | 100%  | 100%  | 100%                                | 100%                                     |

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

| BLS Code and Title |   | Residential Facility, Level 7,<br>CNAs | Residential Facility, Level 7,<br>LVNs | Residential Facility, Level 7,<br>LPTs | Residential Facility, Level 7,<br>RBTs | Residential Facility - Staff<br>Operated, Home Administrator,<br>Level 2-3 | Residential Facility - Staff<br>Operated, Home Administrator,<br>Level 4+ | Residential Facility for Persons<br>with Special Health Care Needs,<br>DSPs | Residential Facility for Persons<br>with Special Health Care Needs,<br>Lead DSPs | Residential Facility for Persons<br>with Special Health Care Needs,<br>CNAs | Residential Facility for Persons<br>with Special Health Care Needs,<br>LVNs |
|--------------------|---|--|--|--|--|--|---|---|--|---|---|
| 11-9151            | Social/ community svc. mgr.                     |  |  |  |  |  |   |   |  |   |   |
| 19-3031            | Clinic./ counsel./ school psychologist          |  |  |  |  |  |   |   |  |   |   |
| 21-1012            | Edu./ guidance/ school/ voc. counselor          |  |  |  |  |  |   |   |  |   |   |
| 21-1013            | Marriage and family therapist                   |  |  |  |  |  |   |   |  |   |   |
| 21-1015            | Rehabilitation counselor                        |  |  |  |  |  |   |   |  |   |   |
| 21-1018            | Substance/ behav./ mental hlth. counselor       |  |  |  |  |  |   |   |  |   |   |
| 21-1021            | Child/ family/ school social worker             |  |  |  |  |  |   |   |  |   |   |
| 21-1022            | Healthcare social worker                        |  |  |  |  |  |   |   |  |   |   |
| 21-1023            | Mental hlth/ substance abuse social worker      |  |  |  |  |  |   |   |  |   |   |
| 21-1091            | Health educator                                 |  |  |  |  |  |   |   |  |   |   |
| 21-1093            | Social and human service assistant              |  |  |  |  |  |   |   |  |   |   |
| 21-1094            | Community health worker                         |  |  |  |  |  |   |   |  |   |   |
| 25-2051            | Special ed. teachers, preschool                 |  |  |  |  |  |   |   |  |   |   |
| 25-3097            | Teachers and instructors, all other             |  |  |  |  |  |   |   |  |   |   |
| 25-9045            | Teaching assistants, except postsecondary       |  |  |  |  |  |   |   |  |   |   |
| 29-1031            | Dietitian/ nutritionist                         |  |  |  |  |  |   |   |  |   |   |
| 29-1122            | Occupational therapist                          |  |  |  |  |  |   |   |  |   |   |
| 29-1123            | Physical therapist                              |  |  |  |  |  |   |   |  |   |   |
| 29-1125            | Recreational therapist                          |  |  |  |  |  |   |   |  |   |   |
| 29-1127            | Speech-language pathologist                     |  |  |  |  |  |   |   |  |   |   |
| 29-1141            | Registered nurse                                |  |  |  |  |  |   |   |  |   |   |
| 29-1181            | Audiologists                                    |  |  |  |  |  |   |   |  |   |   |
| 29-1223            | Psychiatrist                                    |  |  |  |  |  |   |   |  |   |   |
| 29-2053            | Psychiatric technician                          |  |  | 100%                                   |  |  |   |   |  |   |   |
| 29-2061            | Licensed practical/ vocational nurse            |  | 100%                                   |  |  |  |   |   |  |   | 100%  |
| 31-1120            | Home health and personal care aides             |  |  |  |  |  |   | 70%   | 70%  |   |   |
| 31-1131            | Nursing assistants                              | 100%                                   |  |  |  |  |   |   |  | 100%  |   |
| 31-1132            | Orderlies                                       |  |  |  |  |  |   |   |  |   |   |
| 31-1133            | Psychiatric aides                               |  |  |  | 100%                                   |  |   | 15%   | 15%  |   |   |
| 31-2011            | Occupational therapy assistant                  |  |  |  |  |  |   |   |  |   |   |
| 31-2012            | Occupational therapy aides                      |  |  |  |  |  |   |   |  |   |   |
| 31-2021            | Physical therapist assistant                    |  |  |  |  |  |   |   |  |   |   |
| 31-2022            | Physical therapist aide                         |  |  |  |  |  |   |   |  |   |   |
| 31-9092            | Medical assistant                               |  |  |  |  |  |   |   |  |   |   |
| 37-2011            | Janitor/ cleaner                                |  |  |  |  |  |   |   |  |   |   |
| 37-2012            | Maids and housekeeping cleaners                 |  |  |  |  |  |   |   |  |   |   |
| 39-1098            | First-line supervisors of personal svc. workers |  |  |  |  | 100%   | 100%  |   |  |   |   |
| 39-9032            | Recreation worker                               |  |  |  |  |  |   | 15%   | 15%  |   |   |
| 39-9041            | Residential advisor                             |  |  |  |  |  |   |   |  |   |   |
| 53-3052            | Bus drivers, transit and intercity              |  |  |  |  |  |   |   |  |   |   |
|                    |   | 100%                                   | 100%                                   | 100%                                   | 100%                                   | 100%   | 100%  | 100%  | 100%   | 100%  | 100%  |

**DDS Vendor Rate Study - Rate Models**  
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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

| BLS Code and Title |   | Residential Facility for Persons with Special Health Care Needs, RNs | Residential Facility for Persons with Special Health Care Needs, Home Administrator (RN) | Residential Facility for Persons with Special Health Care Needs, Home Administrator | Supplemental Residential Prog. Supp. | Day Services | Behavioral Day Services | Medical Day Services | Medical Day Services, LVNs | In-home/Mobile Day Program | Participant-Directed Community-Based Training |
|--------------------|---|--|--|---|--------------------------------------|--------------|-------------------------|----------------------|----------------------------|----------------------------|---|
| 11-9151            | Social/ community svc. mgr.                     |  |  | 100%  |                                      |              |                         |                      |                            |                            |   |
| 19-3031            | Clinic./ counsel./ school psychologist          |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1012            | Edu./ guidance/ school/ voc. counselor          |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1013            | Marriage and family therapist                   |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1015            | Rehabilitation counselor                        |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1018            | Substance/ behav./ mental hlth. counselor       |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1021            | Child/ family/ school social worker             |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1022            | Healthcare social worker                        |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1023            | Mental hlth/ substance abuse social worker      |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1091            | Health educator                                 |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1093            | Social and human service assistant              |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 21-1094            | Community health worker                         |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 25-2051            | Special ed. teachers, preschool                 |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 25-3097            | Teachers and instructors, all other             |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 25-9045            | Teaching assistants, except postsecondary       |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1031            | Dietitian/ nutritionist                         |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1122            | Occupational therapist                          |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1123            | Physical therapist                              |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1125            | Recreational therapist                          |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1127            | Speech-language pathologist                     |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1141            | Registered nurse                                | 100%   | 100%   |   |                                      |              |                         |                      |                            |                            |   |
| 29-1181            | Audiologists                                    |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-1223            | Psychiatrist                                    |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-2053            | Psychiatric technician                          |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 29-2061            | Licensed practical/ vocational nurse            |  |  |   |                                      |              |                         |                      | 100%                       |                            |   |
| 31-1120            | Home health and personal care aides             |  |  |   | 90%                                  | 50%          |                         |                      |                            | 70%                        | 70%   |
| 31-1131            | Nursing assistants                              |  |  |   |                                      |              |                         | 100%                 |                            |                            |   |
| 31-1132            | Orderlies                                       |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 31-1133            | Psychiatric aides                               |  |  |   | 5%                                   | 25%          | 100%                    |                      |                            | 15%                        | 15%   |
| 31-2011            | Occupational therapy assistant                  |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 31-2012            | Occupational therapy aides                      |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 31-2021            | Physical therapist assistant                    |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 31-2022            | Physical therapist aide                         |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 31-9092            | Medical assistant                               |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 37-2011            | Janitor/ cleaner                                |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 37-2012            | Maids and housekeeping cleaners                 |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 39-1098            | First-line supervisors of personal svc. workers |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 39-9032            | Recreation worker                               |  |  |   | 5%                                   | 25%          |                         |                      |                            | 15%                        | 15%   |
| 39-9041            | Residential advisor                             |  |  |   |                                      |              |                         |                      |                            |                            |   |
| 53-3052            | Bus drivers, transit and intercity              |  |  |   |                                      |              |                         |                      |                            |                            |   |
|                    |   | 100%   | 100%   | 100%  | 100%                                 | 100%         | 100%                    | 100%                 | 100%                       | 100%                       | 100%  |

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Supplemental Day Program Support | Transportation, Company (Small) | Transportation, Company (Medium) | Transportation, Company (Large) | Transportation, Company, Supervisor | Transportation, Additional Component | Transportation Assistant | Supported Employment-Group | Participant-Directed Supported Employment | Supported Employment-Individual, Job Development |
|---------------------------|---|----------------------------------|---------------------------------|----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|--------------------------|----------------------------|---|--|
| <b>BLS Code and Title</b> |   |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 11-9151                   | Social/ community svc. mgr.                     |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 19-3031                   | Clinic./ counsel./ school psychologist          |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          |                                  |                                 |                                  |                                 |                                     |                                      |                          | 25%                        | 25%                                       | 50%  |
| 21-1013                   | Marriage and family therapist                   |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1015                   | Rehabilitation counselor                        |                                  |                                 |                                  |                                 |                                     |                                      |                          | 75%                        | 75%                                       | 50%  |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1021                   | Child/ family/ school social worker             |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1022                   | Healthcare social worker                        |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1023                   | Mental hlth/ substance abuse social worker      |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1091                   | Health educator                                 |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1093                   | Social and human service assistant              |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 21-1094                   | Community health worker                         |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 25-2051                   | Special ed. teachers, preschool                 |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 25-3097                   | Teachers and instructors, all other             |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 25-9045                   | Teaching assistants, except postsecondary       |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1031                   | Dietitian/ nutritionist                         |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1122                   | Occupational therapist                          |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1123                   | Physical therapist                              |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1125                   | Recreational therapist                          |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1127                   | Speech-language pathologist                     |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1141                   | Registered nurse                                |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1181                   | Audiologists                                    |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-1223                   | Psychiatrist                                    |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-2053                   | Psychiatric technician                          |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 29-2061                   | Licensed practical/ vocational nurse            |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-1120                   | Home health and personal care aides             | 90%                              |                                 |                                  |                                 |                                     | 70%                                  | 90%                      |                            |   |  |
| 31-1131                   | Nursing assistants                              |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-1132                   | Orderlies                                       |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-1133                   | Psychiatric aides                               | 5%                               |                                 |                                  |                                 |                                     | 15%                                  | 5%                       |                            |   |  |
| 31-2011                   | Occupational therapy assistant                  |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-2012                   | Occupational therapy aides                      |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-2021                   | Physical therapist assistant                    |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-2022                   | Physical therapist aide                         |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 31-9092                   | Medical assistant                               |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 37-2011                   | Janitor/ cleaner                                |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 37-2012                   | Maids and housekeeping cleaners                 |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 39-1098                   | First-line supervisors of personal svc. workers |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 39-9032                   | Recreation worker                               | 5%                               |                                 |                                  |                                 |                                     | 15%                                  | 5%                       |                            |   |  |
| 39-9041                   | Residential advisor                             |                                  |                                 |                                  |                                 |                                     |                                      |                          |                            |   |  |
| 53-3052                   | Bus drivers, transit and intercity              |                                  | 100%                            | 100%                             | 100%                            | 100%                                |                                      |                          |                            |   |  |
|                           |   | <b>100%</b>                      | <b>100%</b>                     | <b>100%</b>                      | <b>100%</b>                     | <b>100%</b>                         | <b>100%</b>                          | <b>100%</b>              | <b>100%</b>                | <b>100%</b>                               | <b>100%</b>                                      |

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Supported Employment-<br>Individual, Job Coaching | Work Activity Program | Specialized Therapeutic<br>Services, Professional | Specialized Therapeutic<br>Services, Assistant | Adaptive Skills Training,<br>Professional | Adaptive Skills Training,<br>Specialist | Behavior Analyst | Associate Behavior Analyst | Behavior Management Assistant | Behavior Technician -<br>Paraprofessional |
|---------------------------|---|---|-----------------------|---|--|---|---|------------------|----------------------------|-------------------------------|---|
| <b>BLS Code and Title</b> |   |   |                       |   |  |   |   |                  |                            |                               |   |
| 11-9151                   | Social/ community svc. mgr.                     |   |                       |   |  |   |   |                  |                            |                               |   |
| 19-3031                   | Clinic./ counsel./ school psychologist          |   |                       |   |  |   |   | 100%             |                            |                               |   |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          | 25%   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1013                   | Marriage and family therapist                   |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1015                   | Rehabilitation counselor                        | 75%   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |   |                       |   |  |   |   |                  | 100%                       | 100%                          |   |
| 21-1021                   | Child/ family/ school social worker             |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1022                   | Healthcare social worker                        |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1023                   | Mental hlth/ substance abuse social worker      |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1091                   | Health educator                                 |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1093                   | Social and human service assistant              |   |                       |   |  |   |   |                  |                            |                               |   |
| 21-1094                   | Community health worker                         |   |                       |   |  |   |   |                  |                            |                               |   |
| 25-2051                   | Special ed. teachers, preschool                 |   |                       |   |  |   |   |                  |                            |                               |   |
| 25-3097                   | Teachers and instructors, all other             |   |                       |   |  |   |   |                  |                            |                               |   |
| 25-9045                   | Teaching assistants, except postsecondary       |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1031                   | Dietitian/ nutritionist                         |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1122                   | Occupational therapist                          |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1123                   | Physical therapist                              |   |                       | 100%  |  | 100%                                      |   |                  |                            |                               |   |
| 29-1125                   | Recreational therapist                          |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1127                   | Speech-language pathologist                     |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1141                   | Registered nurse                                |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1181                   | Audiologists                                    |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-1223                   | Psychiatrist                                    |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-2053                   | Psychiatric technician                          |   |                       |   |  |   |   |                  |                            |                               |   |
| 29-2061                   | Licensed practical/ vocational nurse            |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-1120                   | Home health and personal care aides             |   | 70%                   |   |  |   |   |                  |                            |                               |   |
| 31-1131                   | Nursing assistants                              |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-1132                   | Orderlies                                       |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-1133                   | Psychiatric aides                               |   | 15%                   |   |  |   |   |                  |                            |                               | 100%                                      |
| 31-2011                   | Occupational therapy assistant                  |   |                       |   | 100%   |   | 100%                                    |                  |                            |                               |   |
| 31-2012                   | Occupational therapy aides                      |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-2021                   | Physical therapist assistant                    |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-2022                   | Physical therapist aide                         |   |                       |   |  |   |   |                  |                            |                               |   |
| 31-9092                   | Medical assistant                               |   |                       |   |  |   |   |                  |                            |                               |   |
| 37-2011                   | Janitor/ cleaner                                |   |                       |   |  |   |   |                  |                            |                               |   |
| 37-2012                   | Maids and housekeeping cleaners                 |   |                       |   |  |   |   |                  |                            |                               |   |
| 39-1098                   | First-line supervisors of personal svc. workers |   |                       |   |  |   |   |                  |                            |                               |   |
| 39-9032                   | Recreation worker                               |   | 15%                   |   |  |   |   |                  |                            |                               |   |
| 39-9041                   | Residential advisor                             |   |                       |   |  |   |   |                  |                            |                               |   |
| 53-3052                   | Bus drivers, transit and intercity              |   |                       |   |  |   |   |                  |                            |                               |   |
|                           |   | 100%  | 100%                  | 100%  | 100%   | 100%                                      | 100%                                    | 100%             | 100%                       | 100%                          | 100%                                      |

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**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Behavior Management Consultant | Infant Development Program, Early Intervention Specialist | Infant Development Program, Early Intervention Assistant | Infant Development Program, Early Intervention Technician | Infant Development Program, PT/OT/SLP | Infant Development Program, PT/OT/SLP Assistant | Infant Development Program, Audiologist | Infant Development Program, Family Therapist | Infant Development Program, Registered Nurse | Infant Development Program, Licensed Vocational Nurse |
|---------------------------|---|--------------------------------|---|--|---|---------------------------------------|---|---|--|--|---|
| <b>BLS Code and Title</b> |   |                                |   |  |   |                                       |   |   |  |  |   |
| 11-9151                   | Social/ community svc. mgr.                     |                                |   |  |   |                                       |   |   |  |  |   |
| 19-3031                   | Clinic./ counsel./ school psychologist          |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1013                   | Marriage and family therapist                   | 50%                            |   |  |   |                                       |   |   | 100%   |  |   |
| 21-1015                   | Rehabilitation counselor                        |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1021                   | Child/ family/ school social worker             |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1022                   | Healthcare social worker                        |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1023                   | Mental hlth/ substance abuse social worker      | 50%                            |   |  |   |                                       |   |   |  |  |   |
| 21-1091                   | Health educator                                 |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1093                   | Social and human service assistant              |                                |   |  |   |                                       |   |   |  |  |   |
| 21-1094                   | Community health worker                         |                                |   |  |   |                                       |   |   |  |  |   |
| 25-2051                   | Special ed. teachers, preschool                 |                                | 100%  |  |   |                                       |   |   |  |  |   |
| 25-3097                   | Teachers and instructors, all other             |                                |   |  |   |                                       |   |   |  |  |   |
| 25-9045                   | Teaching assistants, except postsecondary       |                                |   | 100%   | 15%   |                                       |   |   |  |  |   |
| 29-1031                   | Dietitian/ nutritionist                         |                                |   |  |   |                                       |   |   |  |  |   |
| 29-1122                   | Occupational therapist                          |                                |   |  |   |                                       |   |   |  |  |   |
| 29-1123                   | Physical therapist                              |                                |   |  |   | 100%                                  |   |   |  |  |   |
| 29-1125                   | Recreational therapist                          |                                |   |  |   |                                       |   |   |  |  |   |
| 29-1127                   | Speech-language pathologist                     |                                |   |  |   |                                       |   |   |  |  |   |
| 29-1141                   | Registered nurse                                |                                |   |  |   |                                       |   |   |  | 100%   |   |
| 29-1181                   | Audiologists                                    |                                |   |  |   |                                       |   | 100%                                    |  |  |   |
| 29-1223                   | Psychiatrist                                    |                                |   |  |   |                                       |   |   |  |  |   |
| 29-2053                   | Psychiatric technician                          |                                |   |  |   |                                       |   |   |  |  |   |
| 29-2061                   | Licensed practical/ vocational nurse            |                                |   |  |   |                                       |   |   |  |  | 100%  |
| 31-1120                   | Home health and personal care aides             |                                |   |  | 55%   |                                       |   |   |  |  |   |
| 31-1131                   | Nursing assistants                              |                                |   |  |   |                                       |   |   |  |  |   |
| 31-1132                   | Orderlies                                       |                                |   |  |   |                                       |   |   |  |  |   |
| 31-1133                   | Psychiatric aides                               |                                |   |  | 15%   |                                       |   |   |  |  |   |
| 31-2011                   | Occupational therapy assistant                  |                                |   |  |   |                                       | 100%  |   |  |  |   |
| 31-2012                   | Occupational therapy aides                      |                                |   |  |   |                                       |   |   |  |  |   |
| 31-2021                   | Physical therapist assistant                    |                                |   |  |   |                                       |   |   |  |  |   |
| 31-2022                   | Physical therapist aide                         |                                |   |  |   |                                       |   |   |  |  |   |
| 31-9092                   | Medical assistant                               |                                |   |  |   |                                       |   |   |  |  |   |
| 37-2011                   | Janitor/ cleaner                                |                                |   |  |   |                                       |   |   |  |  |   |
| 37-2012                   | Maids and housekeeping cleaners                 |                                |   |  |   |                                       |   |   |  |  |   |
| 39-1098                   | First-line supervisors of personal svc. workers |                                |   |  |   |                                       |   |   |  |  |   |
| 39-9032                   | Recreation worker                               |                                |   |  | 15%   |                                       |   |   |  |  |   |
| 39-9041                   | Residential advisor                             |                                |   |  |   |                                       |   |   |  |  |   |
| 53-3052                   | Bus drivers, transit and intercity              |                                |   |  |   |                                       |   |   |  |  |   |
|                           |   | 100%                           | 100%  | 100%   | 100%  | 100%                                  | 100%  | 100%                                    | 100%   | 100%   | 100%  |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions**  
**Development of Job Requirements by Service**  
**(Using BLS Job Codes)**

|                           |   | Infant Development Program,<br>Registered Dietitian | Infant Development Program,<br>Social Worker | Infant Development Program,<br>Psychologist | DSP Supervisor |
|---------------------------|---|---|--|---|----------------|
| <b>BLS Code and Title</b> |   |   |  |   |                |
| 11-9151                   | Social/ community svc. mgr.                     |   | 100%   |   |                |
| 19-3031                   | Clinic./ counsel./ school psychologist          |   |  | 100%  |                |
| 21-1012                   | Edu./ guidance/ school/ voc. counselor          |   |  |   |                |
| 21-1013                   | Marriage and family therapist                   |   |  |   |                |
| 21-1015                   | Rehabilitation counselor                        |   |  |   |                |
| 21-1018                   | Substance/ behav./ mental hlth. counselor       |   |  |   |                |
| 21-1021                   | Child/ family/ school social worker             |   |  |   |                |
| 21-1022                   | Healthcare social worker                        |   |  |   |                |
| 21-1023                   | Mental hlth/ substance abuse social worker      |   |  |   |                |
| 21-1091                   | Health educator                                 |   |  |   |                |
| 21-1093                   | Social and human service assistant              |   |  |   |                |
| 21-1094                   | Community health worker                         |   |  |   |                |
| 25-2051                   | Special ed. teachers, preschool                 |   |  |   |                |
| 25-3097                   | Teachers and instructors, all other             |   |  |   |                |
| 25-9045                   | Teaching assistants, except postsecondary       |   |  |   |                |
| 29-1031                   | Dietitian/ nutritionist                         | 100%  |  |   |                |
| 29-1122                   | Occupational therapist                          |   |  |   |                |
| 29-1123                   | Physical therapist                              |   |  |   |                |
| 29-1125                   | Recreational therapist                          |   |  |   |                |
| 29-1127                   | Speech-language pathologist                     |   |  |   |                |
| 29-1141                   | Registered nurse                                |   |  |   |                |
| 29-1181                   | Audiologists                                    |   |  |   |                |
| 29-1223                   | Psychiatrist                                    |   |  |   |                |
| 29-2053                   | Psychiatric technician                          |   |  |   |                |
| 29-2061                   | Licensed practical/ vocational nurse            |   |  |   |                |
| 31-1120                   | Home health and personal care aides             |   |  |   |                |
| 31-1131                   | Nursing assistants                              |   |  |   |                |
| 31-1132                   | Orderlies                                       |   |  |   |                |
| 31-1133                   | Psychiatric aides                               |   |  |   |                |
| 31-2011                   | Occupational therapy assistant                  |   |  |   |                |
| 31-2012                   | Occupational therapy aides                      |   |  |   |                |
| 31-2021                   | Physical therapist assistant                    |   |  |   |                |
| 31-2022                   | Physical therapist aide                         |   |  |   |                |
| 31-9092                   | Medical assistant                               |   |  |   |                |
| 37-2011                   | Janitor/ cleaner                                |   |  |   |                |
| 37-2012                   | Maids and housekeeping cleaners                 |   |  |   |                |
| 39-1098                   | First-line supervisors of personal svc. workers |   |  |   | 100%           |
| 39-9032                   | Recreation worker                               |   |  |   |                |
| 39-9041                   | Residential advisor                             |   |  |   |                |
| 53-3052                   | Bus drivers, transit and intercity              |   |  |   |                |
|                           |   | <b>100%</b>   | <b>100%</b>                                  | <b>100%</b>                                 | <b>100%</b>    |

**DDS Vendor Rate Study - Rate Models**  
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**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Personal Assistance | Participant-Directed Personal Assistance | Parent Coordinated Personal Assistance | Independent Living Program | Participant-Directed Independent Living | Independent Living Specialist | Parent Coordinated Supported Living | Supported Living Services | Parenting Support Services | Respite |
|---------------------|--|--|----------------------------|---|-------------------------------|-------------------------------------|---------------------------|----------------------------|---------|
|---------------------|--|--|----------------------------|---|-------------------------------|-------------------------------------|---------------------------|----------------------------|---------|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.94 | \$16.94 | \$16.94 | \$18.52 | \$17.04 | \$18.52 | \$16.99 | \$16.99 | \$19.72 | \$16.94 |
| 25th Percentile          | \$17.02 | \$17.02 | \$17.02 | \$19.99 | \$17.43 | \$19.99 | \$17.22 | \$17.22 | \$23.21 | \$17.02 |
| 50th Percentile (Median) | \$17.96 | \$17.96 | \$17.96 | \$23.84 | \$18.44 | \$23.84 | \$18.20 | \$18.20 | \$30.97 | \$17.96 |
| 75th Percentile          | \$19.05 | \$19.05 | \$19.05 | \$37.98 | \$20.11 | \$37.98 | \$19.58 | \$19.58 | \$43.10 | \$19.05 |
| 90th Percentile          | \$22.14 | \$22.14 | \$22.14 | \$51.59 | \$25.25 | \$51.59 | \$23.69 | \$23.69 | \$55.18 | \$22.14 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.96</b> | <b>\$17.96</b> | <b>\$17.96</b> | <b>\$23.84</b> | <b>\$18.44</b> | <b>\$23.84</b> | <b>\$18.20</b> | <b>\$18.20</b> | <b>\$30.97</b> | <b>\$17.96</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.09 | \$16.09 | \$16.09 | \$17.59 | \$16.19 | \$17.59 | \$16.14 | \$16.14 | \$18.73 | \$16.09 |
| 25th Percentile          | \$16.17 | \$16.17 | \$16.17 | \$18.99 | \$16.56 | \$18.99 | \$16.36 | \$16.36 | \$22.05 | \$16.17 |
| 50th Percentile (Median) | \$17.06 | \$17.06 | \$17.06 | \$22.65 | \$17.52 | \$22.65 | \$17.29 | \$17.29 | \$29.42 | \$17.06 |
| 75th Percentile          | \$18.10 | \$18.10 | \$18.10 | \$36.08 | \$19.10 | \$36.08 | \$18.60 | \$18.60 | \$40.95 | \$18.10 |
| 90th Percentile          | \$21.03 | \$21.03 | \$21.03 | \$49.01 | \$23.99 | \$49.01 | \$22.51 | \$22.51 | \$52.42 | \$21.03 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.06</b> | <b>\$17.06</b> | <b>\$17.06</b> | <b>\$22.65</b> | <b>\$17.52</b> | <b>\$22.65</b> | <b>\$17.29</b> | <b>\$17.29</b> | <b>\$29.42</b> | <b>\$17.06</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.94 | \$16.94 | \$16.94 | \$18.52 | \$17.04 | \$18.52 | \$16.99 | \$16.99 | \$19.72 | \$16.94 |
| 25th Percentile          | \$17.02 | \$17.02 | \$17.02 | \$19.99 | \$17.43 | \$19.99 | \$17.22 | \$17.22 | \$23.21 | \$17.02 |
| 50th Percentile (Median) | \$17.96 | \$17.96 | \$17.96 | \$23.84 | \$18.44 | \$23.84 | \$18.20 | \$18.20 | \$30.97 | \$17.96 |
| 75th Percentile          | \$19.05 | \$19.05 | \$19.05 | \$37.98 | \$20.11 | \$37.98 | \$19.58 | \$19.58 | \$43.10 | \$19.05 |
| 90th Percentile          | \$22.14 | \$22.14 | \$22.14 | \$51.59 | \$25.25 | \$51.59 | \$23.69 | \$23.69 | \$55.18 | \$22.14 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.96</b> | <b>\$17.96</b> | <b>\$17.96</b> | <b>\$23.84</b> | <b>\$18.44</b> | <b>\$23.84</b> | <b>\$18.20</b> | <b>\$18.20</b> | <b>\$30.97</b> | <b>\$17.96</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$19.48 | \$19.48 | \$19.48 | \$21.30 | \$19.60 | \$21.30 | \$19.54 | \$19.54 | \$22.68 | \$19.48 |
| 25th Percentile          | \$19.57 | \$19.57 | \$19.57 | \$22.99 | \$20.04 | \$22.99 | \$19.80 | \$19.80 | \$26.69 | \$19.57 |
| 50th Percentile (Median) | \$20.65 | \$20.65 | \$20.65 | \$27.42 | \$21.21 | \$27.42 | \$20.93 | \$20.93 | \$35.62 | \$20.65 |
| 75th Percentile          | \$21.91 | \$21.91 | \$21.91 | \$43.68 | \$23.13 | \$43.68 | \$22.52 | \$22.52 | \$49.57 | \$21.91 |
| 90th Percentile          | \$25.46 | \$25.46 | \$25.46 | \$59.33 | \$29.04 | \$59.33 | \$27.24 | \$27.24 | \$63.46 | \$25.46 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$20.65</b> | <b>\$20.65</b> | <b>\$20.65</b> | <b>\$27.42</b> | <b>\$21.21</b> | <b>\$27.42</b> | <b>\$20.93</b> | <b>\$20.93</b> | <b>\$35.62</b> | <b>\$20.65</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Behavioral Respite <sup>2</sup> | Participant-Directed Respite | Tutor Services | Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated, Line Staff | Residential Facility - Owner Operated, Line Staff | Residential Facility - Staff Operated, Lead Staff <sup>2</sup> | Residential Facility, Level 7, DSPs <sup>3</sup> | Residential Facility, Level 7, Lead DSPs <sup>2,3</sup> |
|---------------------------------|------------------------------|----------------|--------------|---------------------------------------|---|---|--|--|---|
|---------------------------------|------------------------------|----------------|--------------|---------------------------------------|---|---|--|--|---|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$17.41 | \$16.94 | \$20.14 | \$16.92 | \$16.94 | \$16.99 | \$16.99 | \$16.99 | \$16.99 | \$16.99 |
| 25th Percentile          | \$18.22 | \$17.02 | \$22.22 | \$17.58 | \$17.02 | \$17.22 | \$17.22 | \$17.22 | \$17.22 | \$17.22 |
| 50th Percentile (Median) | \$19.29 | \$17.96 | \$28.58 | \$18.85 | \$17.96 | \$18.20 | \$18.20 | \$18.20 | \$18.20 | \$18.20 |
| 75th Percentile          | \$21.46 | \$19.05 | \$54.85 | \$21.56 | \$19.05 | \$19.58 | \$19.58 | \$19.58 | \$19.58 | \$19.58 |
| 90th Percentile          | \$31.32 | \$22.14 | \$75.43 | \$28.06 | \$22.14 | \$23.69 | \$23.69 | \$23.69 | \$23.69 | \$23.69 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$21.46</b> | <b>\$17.96</b> | <b>\$28.58</b> | <b>\$18.85</b> | <b>\$17.96</b> | <b>\$18.20</b> | <b>\$18.20</b> | <b>\$19.58</b> | <b>\$21.84</b> | <b>\$23.50</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.54 | \$16.09 | \$19.13 | \$16.07 | \$16.09 | \$16.14 | \$16.14 | \$16.14 | \$16.14 | \$16.14 |
| 25th Percentile          | \$17.31 | \$16.17 | \$21.11 | \$16.70 | \$16.17 | \$16.36 | \$16.36 | \$16.36 | \$16.36 | \$16.36 |
| 50th Percentile (Median) | \$18.33 | \$17.06 | \$27.15 | \$17.91 | \$17.06 | \$17.29 | \$17.29 | \$17.29 | \$17.29 | \$17.29 |
| 75th Percentile          | \$20.39 | \$18.10 | \$52.11 | \$20.48 | \$18.10 | \$18.60 | \$18.60 | \$18.60 | \$18.60 | \$18.60 |
| 90th Percentile          | \$29.75 | \$21.03 | \$71.66 | \$26.66 | \$21.03 | \$22.51 | \$22.51 | \$22.51 | \$22.51 | \$22.51 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$20.39</b> | <b>\$17.06</b> | <b>\$27.15</b> | <b>\$17.91</b> | <b>\$17.06</b> | <b>\$17.29</b> | <b>\$17.29</b> | <b>\$18.60</b> | <b>\$20.75</b> | <b>\$22.32</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$17.41 | \$16.94 | \$20.14 | \$16.92 | \$16.94 | \$16.99 | \$16.99 | \$16.99 | \$16.99 | \$16.99 |
| 25th Percentile          | \$18.22 | \$17.02 | \$22.22 | \$17.58 | \$17.02 | \$17.22 | \$17.22 | \$17.22 | \$17.22 | \$17.22 |
| 50th Percentile (Median) | \$19.29 | \$17.96 | \$28.58 | \$18.85 | \$17.96 | \$18.20 | \$18.20 | \$18.20 | \$18.20 | \$18.20 |
| 75th Percentile          | \$21.46 | \$19.05 | \$54.85 | \$21.56 | \$19.05 | \$19.58 | \$19.58 | \$19.58 | \$19.58 | \$19.58 |
| 90th Percentile          | \$31.32 | \$22.14 | \$75.43 | \$28.06 | \$22.14 | \$23.69 | \$23.69 | \$23.69 | \$23.69 | \$23.69 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$21.46</b> | <b>\$17.96</b> | <b>\$28.58</b> | <b>\$18.85</b> | <b>\$17.96</b> | <b>\$18.20</b> | <b>\$18.20</b> | <b>\$19.58</b> | <b>\$21.84</b> | <b>\$23.50</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$20.02 | \$19.48 | \$23.16 | \$19.46 | \$19.48 | \$19.54 | \$19.54 | \$19.54 | \$19.54 | \$19.54 |
| 25th Percentile          | \$20.95 | \$19.57 | \$25.55 | \$20.22 | \$19.57 | \$19.80 | \$19.80 | \$19.80 | \$19.80 | \$19.80 |
| 50th Percentile (Median) | \$22.18 | \$20.65 | \$32.87 | \$21.68 | \$20.65 | \$20.93 | \$20.93 | \$20.93 | \$20.93 | \$20.93 |
| 75th Percentile          | \$24.68 | \$21.91 | \$63.08 | \$24.79 | \$21.91 | \$22.52 | \$22.52 | \$22.52 | \$22.52 | \$22.52 |
| 90th Percentile          | \$36.02 | \$25.46 | \$86.74 | \$32.27 | \$25.46 | \$27.24 | \$27.24 | \$27.24 | \$27.24 | \$27.24 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$24.68</b> | <b>\$20.65</b> | <b>\$32.87</b> | <b>\$21.68</b> | <b>\$20.65</b> | <b>\$20.93</b> | <b>\$20.93</b> | <b>\$22.52</b> | <b>\$25.12</b> | <b>\$27.02</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

**DDS Vendor Rate Study - Rate Models**  
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**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Residential Facility, Level 7,<br>CNAs <sup>3</sup> | Residential Facility, Level 7,<br>LVNs | Residential Facility, Level 7,<br>LPTs | Residential Facility, Level 7,<br>RBTs <sup>2,3</sup> | Residential Facility - Staff<br>Operated, Home Administrator,<br>Level 2-3 | Residential Facility - Staff<br>Operated, Home Administrator,<br>Level 4 <sup>2</sup> | Residential Facility for Persons<br>with Special Health Care Needs,<br>DSPs <sup>3</sup> | Residential Facility for Persons<br>with Special Health Care Needs,<br>Lead DSPs <sup>2,3</sup> | Residential Facility for Persons<br>with Special Health Care Needs,<br>CNAs <sup>3</sup> | Residential Facility for Persons<br>with Special Health Care Needs,<br>LVNs |
|---|--|--|---|--|---|--|---|--|---|
|---|--|--|---|--|---|--|---|--|---|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$17.71 | \$24.65 | \$19.61 | \$17.41 | \$18.38 | \$18.38 | \$16.99 | \$16.99 | \$17.71 | \$24.65 |
| 25th Percentile          | \$18.96 | \$29.00 | \$23.99 | \$18.22 | \$20.08 | \$20.08 | \$17.22 | \$17.22 | \$18.96 | \$29.00 |
| 50th Percentile (Median) | \$20.52 | \$34.09 | \$32.99 | \$19.29 | \$25.24 | \$25.24 | \$18.20 | \$18.20 | \$20.52 | \$34.09 |
| 75th Percentile          | \$24.37 | \$41.22 | \$39.26 | \$21.46 | \$34.39 | \$34.39 | \$19.58 | \$19.58 | \$24.37 | \$41.22 |
| 90th Percentile          | \$28.75 | \$46.82 | \$44.50 | \$31.32 | \$43.58 | \$43.58 | \$23.69 | \$23.69 | \$28.75 | \$46.82 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$24.62</b> | <b>\$34.09</b> | <b>\$32.99</b> | <b>\$25.75</b> | <b>\$25.24</b> | <b>\$34.39</b> | <b>\$21.84</b> | <b>\$23.50</b> | <b>\$24.62</b> | <b>\$34.09</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.82 | \$23.42 | \$18.63 | \$16.54 | \$17.46 | \$17.46 | \$16.14 | \$16.14 | \$16.82 | \$23.42 |
| 25th Percentile          | \$18.01 | \$27.55 | \$22.79 | \$17.31 | \$19.08 | \$19.08 | \$16.36 | \$16.36 | \$18.01 | \$27.55 |
| 50th Percentile (Median) | \$19.49 | \$32.39 | \$31.34 | \$18.33 | \$23.98 | \$23.98 | \$17.29 | \$17.29 | \$19.49 | \$32.39 |
| 75th Percentile          | \$23.15 | \$39.16 | \$37.30 | \$20.39 | \$32.67 | \$32.67 | \$18.60 | \$18.60 | \$23.15 | \$39.16 |
| 90th Percentile          | \$27.31 | \$44.48 | \$42.28 | \$29.75 | \$41.40 | \$41.40 | \$22.51 | \$22.51 | \$27.31 | \$44.48 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$23.39</b> | <b>\$32.39</b> | <b>\$31.34</b> | <b>\$24.47</b> | <b>\$23.98</b> | <b>\$32.67</b> | <b>\$20.75</b> | <b>\$22.32</b> | <b>\$23.39</b> | <b>\$32.39</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$17.71 | \$24.65 | \$19.61 | \$17.41 | \$18.38 | \$18.38 | \$16.99 | \$16.99 | \$17.71 | \$24.65 |
| 25th Percentile          | \$18.96 | \$29.00 | \$23.99 | \$18.22 | \$20.08 | \$20.08 | \$17.22 | \$17.22 | \$18.96 | \$29.00 |
| 50th Percentile (Median) | \$20.52 | \$34.09 | \$32.99 | \$19.29 | \$25.24 | \$25.24 | \$18.20 | \$18.20 | \$20.52 | \$34.09 |
| 75th Percentile          | \$24.37 | \$41.22 | \$39.26 | \$21.46 | \$34.39 | \$34.39 | \$19.58 | \$19.58 | \$24.37 | \$41.22 |
| 90th Percentile          | \$28.75 | \$46.82 | \$44.50 | \$31.32 | \$43.58 | \$43.58 | \$23.69 | \$23.69 | \$28.75 | \$46.82 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$24.62</b> | <b>\$34.09</b> | <b>\$32.99</b> | <b>\$25.75</b> | <b>\$25.24</b> | <b>\$34.39</b> | <b>\$21.84</b> | <b>\$23.50</b> | <b>\$24.62</b> | <b>\$34.09</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$20.37 | \$28.35 | \$22.55 | \$20.02 | \$21.14 | \$21.14 | \$19.54 | \$19.54 | \$20.37 | \$28.35 |
| 25th Percentile          | \$21.80 | \$33.35 | \$27.59 | \$20.95 | \$23.09 | \$23.09 | \$19.80 | \$19.80 | \$21.80 | \$33.35 |
| 50th Percentile (Median) | \$23.60 | \$39.20 | \$37.94 | \$22.18 | \$29.03 | \$29.03 | \$20.93 | \$20.93 | \$23.60 | \$39.20 |
| 75th Percentile          | \$28.03 | \$47.40 | \$45.15 | \$24.68 | \$39.55 | \$39.55 | \$22.52 | \$22.52 | \$28.03 | \$47.40 |
| 90th Percentile          | \$33.06 | \$53.84 | \$51.18 | \$36.02 | \$50.12 | \$50.12 | \$27.24 | \$27.24 | \$33.06 | \$53.84 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$28.32</b> | <b>\$39.20</b> | <b>\$37.94</b> | <b>\$29.62</b> | <b>\$29.03</b> | <b>\$39.55</b> | <b>\$25.12</b> | <b>\$27.02</b> | <b>\$28.32</b> | <b>\$39.20</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Residential Facility for Persons<br>with Special Health Care Needs,<br>RNs | Residential Facility for Persons<br>with Special Health Care Needs,<br>Home Administrator (RN) | Residential Facility for Persons<br>with Special Health Care Needs,<br>Home Administrator | Supplemental Residential Prog.<br>Supp. | Day Services | Behavioral Day Services <sup>2</sup> | Medical Day Services | Medical Day Services, LVNs | In-home/Mobile Day Program | Participant-Directed Community-<br>Based Training |
|--|--|---|---|--------------|--------------------------------------|----------------------|----------------------------|----------------------------|---|
|--|--|---|---|--------------|--------------------------------------|----------------------|----------------------------|----------------------------|---|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$41.60 | \$41.60 | \$21.78 | \$16.94 | \$17.04 | \$17.41 | \$17.71 | \$24.65 | \$16.99 | \$16.99 |
| 25th Percentile          | \$51.33 | \$51.33 | \$29.27 | \$17.02 | \$17.43 | \$18.22 | \$18.96 | \$29.00 | \$17.22 | \$17.22 |
| 50th Percentile (Median) | \$64.68 | \$64.68 | \$39.35 | \$17.96 | \$18.44 | \$19.29 | \$20.52 | \$34.09 | \$18.20 | \$18.20 |
| 75th Percentile          | \$80.74 | \$80.74 | \$52.29 | \$19.05 | \$20.11 | \$21.46 | \$24.37 | \$41.22 | \$19.58 | \$19.58 |
| 90th Percentile          | \$94.69 | \$94.69 | \$67.94 | \$22.14 | \$25.25 | \$31.32 | \$28.75 | \$46.82 | \$23.69 | \$23.69 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$64.68</b> | <b>\$64.68</b> | <b>\$39.35</b> | <b>\$17.96</b> | <b>\$18.44</b> | <b>\$21.46</b> | <b>\$20.52</b> | <b>\$34.09</b> | <b>\$18.20</b> | <b>\$18.20</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$39.52 | \$39.52 | \$20.69 | \$16.09 | \$16.19 | \$16.54 | \$16.82 | \$23.42 | \$16.14 | \$16.14 |
| 25th Percentile          | \$48.76 | \$48.76 | \$27.81 | \$16.17 | \$16.56 | \$17.31 | \$18.01 | \$27.55 | \$16.36 | \$16.36 |
| 50th Percentile (Median) | \$61.45 | \$61.45 | \$37.38 | \$17.06 | \$17.52 | \$18.33 | \$19.49 | \$32.39 | \$17.29 | \$17.29 |
| 75th Percentile          | \$76.70 | \$76.70 | \$49.68 | \$18.10 | \$19.10 | \$20.39 | \$23.15 | \$39.16 | \$18.60 | \$18.60 |
| 90th Percentile          | \$89.96 | \$89.96 | \$64.54 | \$21.03 | \$23.99 | \$29.75 | \$27.31 | \$44.48 | \$22.51 | \$22.51 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$61.45</b> | <b>\$61.45</b> | <b>\$37.38</b> | <b>\$17.06</b> | <b>\$17.52</b> | <b>\$20.39</b> | <b>\$19.49</b> | <b>\$32.39</b> | <b>\$17.29</b> | <b>\$17.29</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$41.60 | \$41.60 | \$21.78 | \$16.94 | \$17.04 | \$17.41 | \$17.71 | \$24.65 | \$16.99 | \$16.99 |
| 25th Percentile          | \$51.33 | \$51.33 | \$29.27 | \$17.02 | \$17.43 | \$18.22 | \$18.96 | \$29.00 | \$17.22 | \$17.22 |
| 50th Percentile (Median) | \$64.68 | \$64.68 | \$39.35 | \$17.96 | \$18.44 | \$19.29 | \$20.52 | \$34.09 | \$18.20 | \$18.20 |
| 75th Percentile          | \$80.74 | \$80.74 | \$52.29 | \$19.05 | \$20.11 | \$21.46 | \$24.37 | \$41.22 | \$19.58 | \$19.58 |
| 90th Percentile          | \$94.69 | \$94.69 | \$67.94 | \$22.14 | \$25.25 | \$31.32 | \$28.75 | \$46.82 | \$23.69 | \$23.69 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$64.68</b> | <b>\$64.68</b> | <b>\$39.35</b> | <b>\$17.96</b> | <b>\$18.44</b> | <b>\$21.46</b> | <b>\$20.52</b> | <b>\$34.09</b> | <b>\$18.20</b> | <b>\$18.20</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |          |          |         |         |         |         |         |         |         |         |
|--------------------------|----------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$47.84  | \$47.84  | \$25.05 | \$19.48 | \$19.60 | \$20.02 | \$20.37 | \$28.35 | \$19.54 | \$19.54 |
| 25th Percentile          | \$59.03  | \$59.03  | \$33.66 | \$19.57 | \$20.04 | \$20.95 | \$21.80 | \$33.35 | \$19.80 | \$19.80 |
| 50th Percentile (Median) | \$74.38  | \$74.38  | \$45.25 | \$20.65 | \$21.21 | \$22.18 | \$23.60 | \$39.20 | \$20.93 | \$20.93 |
| 75th Percentile          | \$92.85  | \$92.85  | \$60.13 | \$21.91 | \$23.13 | \$24.68 | \$28.03 | \$47.40 | \$22.52 | \$22.52 |
| 90th Percentile          | \$108.89 | \$108.89 | \$78.13 | \$25.46 | \$29.04 | \$36.02 | \$33.06 | \$53.84 | \$27.24 | \$27.24 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$74.38</b> | <b>\$74.38</b> | <b>\$45.25</b> | <b>\$20.65</b> | <b>\$21.21</b> | <b>\$24.68</b> | <b>\$23.60</b> | <b>\$39.20</b> | <b>\$20.93</b> | <b>\$20.93</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Supplemental Day Program Support | Transportation, Company (Small) | Transportation, Company (Medium) | Transportation, Company (Large) | Transportation, Company, Supervisor <sup>2</sup> | Transportation, Additional Component | Transportation Assistant | Supported Employment-Group | Participant-Directed Supported Employment | Supported Employment-Individual, Job Development |
|----------------------------------|---------------------------------|----------------------------------|---------------------------------|--|--------------------------------------|--------------------------|----------------------------|---|--|
|----------------------------------|---------------------------------|----------------------------------|---------------------------------|--|--------------------------------------|--------------------------|----------------------------|---|--|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.94 | \$19.62 | \$19.62 | \$19.62 | \$19.62 | \$16.99 | \$16.94 | \$18.70 | \$18.70 | \$20.21 |
| 25th Percentile          | \$17.02 | \$22.78 | \$22.78 | \$22.78 | \$22.78 | \$17.22 | \$17.02 | \$20.81 | \$20.81 | \$23.72 |
| 50th Percentile (Median) | \$17.96 | \$29.21 | \$29.21 | \$29.21 | \$29.21 | \$18.20 | \$17.96 | \$24.88 | \$24.88 | \$30.77 |
| 75th Percentile          | \$19.05 | \$35.74 | \$35.74 | \$35.74 | \$35.74 | \$19.58 | \$19.05 | \$32.67 | \$32.67 | \$41.08 |
| 90th Percentile          | \$22.14 | \$43.22 | \$43.22 | \$43.22 | \$43.22 | \$23.69 | \$22.14 | \$43.20 | \$43.20 | \$52.36 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.96</b> | <b>\$29.21</b> | <b>\$29.21</b> | <b>\$29.21</b> | <b>\$35.74</b> | <b>\$18.20</b> | <b>\$17.96</b> | <b>\$24.88</b> | <b>\$24.88</b> | <b>\$30.77</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.09 | \$18.64 | \$18.64 | \$18.64 | \$18.64 | \$16.14 | \$16.09 | \$17.77 | \$17.77 | \$19.20 |
| 25th Percentile          | \$16.17 | \$21.64 | \$21.64 | \$21.64 | \$21.64 | \$16.36 | \$16.17 | \$19.77 | \$19.77 | \$22.53 |
| 50th Percentile (Median) | \$17.06 | \$27.75 | \$27.75 | \$27.75 | \$27.75 | \$17.29 | \$17.06 | \$23.64 | \$23.64 | \$29.23 |
| 75th Percentile          | \$18.10 | \$33.95 | \$33.95 | \$33.95 | \$33.95 | \$18.60 | \$18.10 | \$31.04 | \$31.04 | \$39.03 |
| 90th Percentile          | \$21.03 | \$41.06 | \$41.06 | \$41.06 | \$41.06 | \$22.51 | \$21.03 | \$41.04 | \$41.04 | \$49.74 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.06</b> | <b>\$27.75</b> | <b>\$27.75</b> | <b>\$27.75</b> | <b>\$33.95</b> | <b>\$17.29</b> | <b>\$17.06</b> | <b>\$23.64</b> | <b>\$23.64</b> | <b>\$29.23</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$16.94 | \$19.62 | \$19.62 | \$19.62 | \$19.62 | \$16.99 | \$16.94 | \$18.70 | \$18.70 | \$20.21 |
| 25th Percentile          | \$17.02 | \$22.78 | \$22.78 | \$22.78 | \$22.78 | \$17.22 | \$17.02 | \$20.81 | \$20.81 | \$23.72 |
| 50th Percentile (Median) | \$17.96 | \$29.21 | \$29.21 | \$29.21 | \$29.21 | \$18.20 | \$17.96 | \$24.88 | \$24.88 | \$30.77 |
| 75th Percentile          | \$19.05 | \$35.74 | \$35.74 | \$35.74 | \$35.74 | \$19.58 | \$19.05 | \$32.67 | \$32.67 | \$41.08 |
| 90th Percentile          | \$22.14 | \$43.22 | \$43.22 | \$43.22 | \$43.22 | \$23.69 | \$22.14 | \$43.20 | \$43.20 | \$52.36 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$17.96</b> | <b>\$29.21</b> | <b>\$29.21</b> | <b>\$29.21</b> | <b>\$35.74</b> | <b>\$18.20</b> | <b>\$17.96</b> | <b>\$24.88</b> | <b>\$24.88</b> | <b>\$30.77</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$19.48 | \$22.56 | \$22.56 | \$22.56 | \$22.56 | \$19.54 | \$19.48 | \$21.51 | \$21.51 | \$23.24 |
| 25th Percentile          | \$19.57 | \$26.20 | \$26.20 | \$26.20 | \$26.20 | \$19.80 | \$19.57 | \$23.93 | \$23.93 | \$27.28 |
| 50th Percentile (Median) | \$20.65 | \$33.59 | \$33.59 | \$33.59 | \$33.59 | \$20.93 | \$20.65 | \$28.61 | \$28.61 | \$35.39 |
| 75th Percentile          | \$21.91 | \$41.10 | \$41.10 | \$41.10 | \$41.10 | \$22.52 | \$21.91 | \$37.57 | \$37.57 | \$47.24 |
| 90th Percentile          | \$25.46 | \$49.70 | \$49.70 | \$49.70 | \$49.70 | \$27.24 | \$25.46 | \$49.68 | \$49.68 | \$60.21 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$20.65</b> | <b>\$33.59</b> | <b>\$33.59</b> | <b>\$33.59</b> | <b>\$41.10</b> | <b>\$20.93</b> | <b>\$20.65</b> | <b>\$28.61</b> | <b>\$28.61</b> | <b>\$35.39</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Supported Employment-<br>Individual, Job Coaching | Work Activity Program | Specialized Therapeutic Services,<br>Professional | Specialized Therapeutic Services,<br>Assistant | Adaptive Skills Training,<br>Professional | Adaptive Skills Training,<br>Specialist | Behavior Analyst | Associate Behavior Analyst | Behavior Management Assistant | Behavior Technician -<br>Paraprofessional <sup>2</sup> |
|---|-----------------------|---|--|---|---|------------------|----------------------------|-------------------------------|--|
|---|-----------------------|---|--|---|---|------------------|----------------------------|-------------------------------|--|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$18.70 | \$16.99 | \$37.17 | \$30.15 | \$37.17 | \$30.15 | \$31.54 | \$19.13 | \$19.13 | \$17.41 |
| 25th Percentile          | \$20.81 | \$17.22 | \$46.91 | \$34.90 | \$46.91 | \$34.90 | \$45.65 | \$20.72 | \$20.72 | \$18.22 |
| 50th Percentile (Median) | \$24.88 | \$18.20 | \$57.85 | \$40.62 | \$57.85 | \$40.62 | \$58.70 | \$27.36 | \$27.36 | \$19.29 |
| 75th Percentile          | \$32.67 | \$19.58 | \$68.96 | \$45.67 | \$68.96 | \$45.67 | \$74.41 | \$36.11 | \$36.11 | \$21.46 |
| 90th Percentile          | \$43.20 | \$23.69 | \$77.82 | \$52.43 | \$77.82 | \$52.43 | \$94.26 | \$52.93 | \$52.93 | \$31.32 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$24.88</b> | <b>\$18.20</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$58.70</b> | <b>\$27.36</b> | <b>\$27.36</b> | <b>\$21.46</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$17.77 | \$16.14 | \$35.31 | \$28.64 | \$35.31 | \$28.64 | \$29.96 | \$18.17 | \$18.17 | \$16.54 |
| 25th Percentile          | \$19.77 | \$16.36 | \$44.56 | \$33.16 | \$44.56 | \$33.16 | \$43.37 | \$19.68 | \$19.68 | \$17.31 |
| 50th Percentile (Median) | \$23.64 | \$17.29 | \$54.96 | \$38.59 | \$54.96 | \$38.59 | \$55.77 | \$25.99 | \$25.99 | \$18.33 |
| 75th Percentile          | \$31.04 | \$18.60 | \$65.51 | \$43.39 | \$65.51 | \$43.39 | \$70.69 | \$34.30 | \$34.30 | \$20.39 |
| 90th Percentile          | \$41.04 | \$22.51 | \$73.93 | \$49.81 | \$73.93 | \$49.81 | \$89.55 | \$50.28 | \$50.28 | \$29.75 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$23.64</b> | <b>\$17.29</b> | <b>\$54.96</b> | <b>\$38.59</b> | <b>\$54.96</b> | <b>\$38.59</b> | <b>\$55.77</b> | <b>\$25.99</b> | <b>\$25.99</b> | <b>\$20.39</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$18.70 | \$16.99 | \$37.17 | \$30.15 | \$37.17 | \$30.15 | \$31.54 | \$19.13 | \$19.13 | \$17.41 |
| 25th Percentile          | \$20.81 | \$17.22 | \$46.91 | \$34.90 | \$46.91 | \$34.90 | \$45.65 | \$20.72 | \$20.72 | \$18.22 |
| 50th Percentile (Median) | \$24.88 | \$18.20 | \$57.85 | \$40.62 | \$57.85 | \$40.62 | \$58.70 | \$27.36 | \$27.36 | \$19.29 |
| 75th Percentile          | \$32.67 | \$19.58 | \$68.96 | \$45.67 | \$68.96 | \$45.67 | \$74.41 | \$36.11 | \$36.11 | \$21.46 |
| 90th Percentile          | \$43.20 | \$23.69 | \$77.82 | \$52.43 | \$77.82 | \$52.43 | \$94.26 | \$52.93 | \$52.93 | \$31.32 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$24.88</b> | <b>\$18.20</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$58.70</b> | <b>\$27.36</b> | <b>\$27.36</b> | <b>\$21.46</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |          |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|----------|---------|---------|---------|
| 10th Percentile          | \$21.51 | \$19.54 | \$42.75 | \$34.67 | \$42.75 | \$34.67 | \$36.27  | \$22.00 | \$22.00 | \$20.02 |
| 25th Percentile          | \$23.93 | \$19.80 | \$53.95 | \$40.14 | \$53.95 | \$40.14 | \$52.50  | \$23.83 | \$23.83 | \$20.95 |
| 50th Percentile (Median) | \$28.61 | \$20.93 | \$66.53 | \$46.71 | \$66.53 | \$46.71 | \$67.51  | \$31.46 | \$31.46 | \$22.18 |
| 75th Percentile          | \$37.57 | \$22.52 | \$79.30 | \$52.52 | \$79.30 | \$52.52 | \$85.57  | \$41.53 | \$41.53 | \$24.68 |
| 90th Percentile          | \$49.68 | \$27.24 | \$89.49 | \$60.29 | \$89.49 | \$60.29 | \$108.40 | \$60.87 | \$60.87 | \$36.02 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$28.61</b> | <b>\$20.93</b> | <b>\$66.53</b> | <b>\$46.71</b> | <b>\$66.53</b> | <b>\$46.71</b> | <b>\$67.51</b> | <b>\$31.46</b> | <b>\$31.46</b> | <b>\$24.68</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.



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**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

| Behavior Management Consultant | Infant Development Program,<br>Early Intervention Specialist | Infant Development Program,<br>Early Intervention Assistant | Infant Development Program,<br>Early Intervention Technician | Infant Development Program,<br>PT/OT/SLP | Infant Development Program,<br>PT/OT/SLP Assistant | Infant Development Program,<br>Audiologist | Infant Development Program,<br>Family Therapist | Infant Development Program,<br>Registered Nurse | Infant Development Program,<br>Licensed Vocational Nurse |
|--------------------------------|--|---|--|--|--|--|---|---|--|
|--------------------------------|--|---|--|--|--|--|---|---|--|

***Based on Statewide BLS***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$19.55 | \$21.99 | \$20.06 | \$17.46 | \$37.17 | \$30.15 | \$40.96 | \$19.12 | \$41.60 | \$24.65 |
| 25th Percentile          | \$23.06 | \$29.90 | \$21.60 | \$17.93 | \$46.91 | \$34.90 | \$52.14 | \$20.59 | \$51.33 | \$29.00 |
| 50th Percentile (Median) | \$32.17 | \$35.65 | \$25.38 | \$19.33 | \$57.85 | \$40.62 | \$63.47 | \$26.89 | \$64.68 | \$34.09 |
| 75th Percentile          | \$44.96 | \$55.48 | \$30.10 | \$21.28 | \$68.96 | \$45.67 | \$71.96 | \$35.89 | \$80.74 | \$41.22 |
| 90th Percentile          | \$57.59 | \$70.81 | \$35.25 | \$25.78 | \$77.82 | \$52.43 | \$80.97 | \$50.32 | \$94.69 | \$46.82 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$32.17</b> | <b>\$35.65</b> | <b>\$25.38</b> | <b>\$19.33</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$63.47</b> | <b>\$26.89</b> | <b>\$64.68</b> | <b>\$34.09</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$18.57 | \$20.89 | \$19.06 | \$16.59 | \$35.31 | \$28.64 | \$38.91 | \$18.16 | \$39.52 | \$23.42 |
| 25th Percentile          | \$21.91 | \$28.41 | \$20.52 | \$17.03 | \$44.56 | \$33.16 | \$49.53 | \$19.56 | \$48.76 | \$27.55 |
| 50th Percentile (Median) | \$30.56 | \$33.87 | \$24.11 | \$18.36 | \$54.96 | \$38.59 | \$60.30 | \$25.55 | \$61.45 | \$32.39 |
| 75th Percentile          | \$42.71 | \$52.71 | \$28.60 | \$20.22 | \$65.51 | \$43.39 | \$68.36 | \$34.10 | \$76.70 | \$39.16 |
| 90th Percentile          | \$54.71 | \$67.27 | \$33.49 | \$24.49 | \$73.93 | \$49.81 | \$76.92 | \$47.80 | \$89.96 | \$44.48 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$30.56</b> | <b>\$33.87</b> | <b>\$24.11</b> | <b>\$18.36</b> | <b>\$54.96</b> | <b>\$38.59</b> | <b>\$60.30</b> | <b>\$25.55</b> | <b>\$61.45</b> | <b>\$32.39</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |         |         |         |         |         |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 10th Percentile          | \$19.55 | \$21.99 | \$20.06 | \$17.46 | \$37.17 | \$30.15 | \$40.96 | \$19.12 | \$41.60 | \$24.65 |
| 25th Percentile          | \$23.06 | \$29.90 | \$21.60 | \$17.93 | \$46.91 | \$34.90 | \$52.14 | \$20.59 | \$51.33 | \$29.00 |
| 50th Percentile (Median) | \$32.17 | \$35.65 | \$25.38 | \$19.33 | \$57.85 | \$40.62 | \$63.47 | \$26.89 | \$64.68 | \$34.09 |
| 75th Percentile          | \$44.96 | \$55.48 | \$30.10 | \$21.28 | \$68.96 | \$45.67 | \$71.96 | \$35.89 | \$80.74 | \$41.22 |
| 90th Percentile          | \$57.59 | \$70.81 | \$35.25 | \$25.78 | \$77.82 | \$52.43 | \$80.97 | \$50.32 | \$94.69 | \$46.82 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$32.17</b> | <b>\$35.65</b> | <b>\$25.38</b> | <b>\$19.33</b> | <b>\$57.85</b> | <b>\$40.62</b> | <b>\$63.47</b> | <b>\$26.89</b> | <b>\$64.68</b> | <b>\$34.09</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |         |         |         |         |         |         |          |         |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|----------|---------|
| 10th Percentile          | \$22.48 | \$25.29 | \$23.07 | \$20.08 | \$42.75 | \$34.67 | \$47.10 | \$21.99 | \$47.84  | \$28.35 |
| 25th Percentile          | \$26.52 | \$34.39 | \$24.84 | \$20.62 | \$53.95 | \$40.14 | \$59.96 | \$23.68 | \$59.03  | \$33.35 |
| 50th Percentile (Median) | \$37.00 | \$41.00 | \$29.19 | \$22.23 | \$66.53 | \$46.71 | \$72.99 | \$30.92 | \$74.38  | \$39.20 |
| 75th Percentile          | \$51.70 | \$63.80 | \$34.62 | \$24.47 | \$79.30 | \$52.52 | \$82.75 | \$41.27 | \$92.85  | \$47.40 |
| 90th Percentile          | \$66.23 | \$81.43 | \$40.54 | \$29.65 | \$89.49 | \$60.29 | \$93.12 | \$57.87 | \$108.89 | \$53.84 |

|                               |                |                |                |                |                |                |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$37.00</b> | <b>\$41.00</b> | <b>\$29.19</b> | <b>\$22.23</b> | <b>\$66.53</b> | <b>\$46.71</b> | <b>\$72.99</b> | <b>\$30.92</b> | <b>\$74.38</b> | <b>\$39.20</b> |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.



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**Appendix B: Wage Assumptions<sup>1</sup>**  
**Rate Model Wage Assumptions**  
**(Using Adjusted BLS Wages and Job Requirement Assumptions)**

|   |  |   |                |
|---|--|---|----------------|
| Infant Development Program,<br>Registered Dietitian | Infant Development Program,<br>Social Worker | Infant Development Program,<br>Psychologist | DSP Supervisor |
|---|--|---|----------------|

***Based on Statewide BLS***

|                          |         |         |         |         |
|--------------------------|---------|---------|---------|---------|
| 10th Percentile          | \$28.24 | \$21.78 | \$31.54 | \$18.38 |
| 25th Percentile          | \$37.70 | \$29.27 | \$45.65 | \$20.08 |
| 50th Percentile (Median) | \$44.90 | \$39.35 | \$58.70 | \$25.24 |
| 75th Percentile          | \$52.75 | \$52.29 | \$74.41 | \$34.39 |
| 90th Percentile          | \$59.02 | \$67.94 | \$94.26 | \$43.58 |

|                               |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$44.90</b> | <b>\$39.35</b> | <b>\$58.70</b> | <b>\$25.24</b> |
|-------------------------------|----------------|----------------|----------------|----------------|

***Wage Category A (x 95%)***

|                          |         |         |         |         |
|--------------------------|---------|---------|---------|---------|
| 10th Percentile          | \$26.83 | \$20.69 | \$29.96 | \$17.46 |
| 25th Percentile          | \$35.82 | \$27.81 | \$43.37 | \$19.08 |
| 50th Percentile (Median) | \$42.66 | \$37.38 | \$55.77 | \$23.98 |
| 75th Percentile          | \$50.11 | \$49.68 | \$70.69 | \$32.67 |
| 90th Percentile          | \$56.07 | \$64.54 | \$89.55 | \$41.40 |

|                               |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$42.66</b> | <b>\$37.38</b> | <b>\$55.77</b> | <b>\$23.98</b> |
|-------------------------------|----------------|----------------|----------------|----------------|

***Wage Category B (x 100%)***

|                          |         |         |         |         |
|--------------------------|---------|---------|---------|---------|
| 10th Percentile          | \$28.24 | \$21.78 | \$31.54 | \$18.38 |
| 25th Percentile          | \$37.70 | \$29.27 | \$45.65 | \$20.08 |
| 50th Percentile (Median) | \$44.90 | \$39.35 | \$58.70 | \$25.24 |
| 75th Percentile          | \$52.75 | \$52.29 | \$74.41 | \$34.39 |
| 90th Percentile          | \$59.02 | \$67.94 | \$94.26 | \$43.58 |

|                               |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$44.90</b> | <b>\$39.35</b> | <b>\$58.70</b> | <b>\$25.24</b> |
|-------------------------------|----------------|----------------|----------------|----------------|

***Wage Category C (x 115%)***

|                          |         |         |          |         |
|--------------------------|---------|---------|----------|---------|
| 10th Percentile          | \$32.48 | \$25.05 | \$36.27  | \$21.14 |
| 25th Percentile          | \$43.36 | \$33.66 | \$52.50  | \$23.09 |
| 50th Percentile (Median) | \$51.64 | \$45.25 | \$67.51  | \$29.03 |
| 75th Percentile          | \$60.66 | \$60.13 | \$85.57  | \$39.55 |
| 90th Percentile          | \$67.87 | \$78.13 | \$108.40 | \$50.12 |

|                               |                |                |                |                |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Rate Model Assumptions</b> | <b>\$51.64</b> | <b>\$45.25</b> | <b>\$67.51</b> | <b>\$29.03</b> |
|-------------------------------|----------------|----------------|----------------|----------------|

<sup>1</sup>Rate model assumptions have been set at the median wage.

<sup>2</sup>Assumptions have been set at the 75th percentile wage.

<sup>3</sup>Assumptions include 20 percent wage premium.

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**Appendix C: Benefits Assumptions**

**Benefits Assumptions for Full-Time Employees to Establish Benefit Rates (Excluding Workers' Compensation)**

| % of Employees with Access |             | % of Employees with Access Who Participate ('Take-Up Rate') |             | Overall Employee Participation (Access x Take-Up Rate) |             | Benefit Level for Participating Employees |             | Effective Benefit Level (Accounts for Participation) |             |
|----------------------------|-------------|---|-------------|--|-------------|---|-------------|--|-------------|
| BLS Data <sup>1</sup>      | Rate Models | BLS Data <sup>1</sup>                                       | Rate Models | BLS Data <sup>1</sup>                                  | Rate Models | BLS Data <sup>1</sup>                     | Rate Models | BLS Data <sup>1</sup>                                | Rate Models |

**Payroll Taxes**

|                               |   |      |   |      |   |      |   |       |   |       |
|-------------------------------|---|------|---|------|---|------|---|-------|---|-------|
| Social Security <sup>2</sup>  | - | 100% | - | 100% | - | 100% | - | 6.20% | - | 6.20% |
| Medicare <sup>3</sup>         | - | 100% | - | 100% | - | 100% | - | 1.45% | - | 1.45% |
| Federal UI <sup>4</sup>       | - | 100% | - | 100% | - | 100% | - | 0.60% | - | 0.60% |
| State UI <sup>4,5</sup>       | - | 100% | - | 100% | - | 100% | - | 3.40% | - | 3.40% |
| Employ. & Train. <sup>4</sup> | - | 100% | - | 100% | - | 100% | - | 0.10% | - | 0.10% |

**Paid Time Off<sup>6</sup>**

|                |     |      |      |      |     |      |             |             |             |             |
|----------------|-----|------|------|------|-----|------|-------------|-------------|-------------|-------------|
| Holidays       | 78% | 100% | 100% | 100% | 78% | 100% | 8.0         | 10.0        | 6.2         | 10.0        |
| Vacation Leave | 76% | 100% | 100% | 100% | 76% | 100% | 10.0        | 15.0        | 7.6         | 15.0        |
| Sick Leave     | 86% | 100% | 100% | 100% | 86% | 100% | 7.0         | 6.0         | 6.0         | 6.0         |
| <b>Total</b>   | -   | -    | -    | -    | -   | -    | <b>25.0</b> | <b>25.0</b> | <b>19.8</b> | <b>25.0</b> |

**Health Insurance<sup>7</sup>**

|  |     |      |     |     |     |        |          |          |          |          |
|--|-----|------|-----|-----|-----|--------|----------|----------|----------|----------|
|  | 70% | 100% | 77% | 80% | 54% | 80.00% | \$453.69 | \$525.00 | \$244.50 | \$420.00 |
|--|-----|------|-----|-----|-----|--------|----------|----------|----------|----------|

**Other Benefits<sup>8</sup>**

|  |   |      |   |      |   |      |   |       |   |          |
|--|---|------|---|------|---|------|---|-------|---|----------|
|  | - | 100% | - | 100% | - | 100% | - | \$100 | - | \$100.00 |
|--|---|------|---|------|---|------|---|-------|---|----------|

<sup>1</sup>BLS' 2018 National Compensation Survey ([https://www.bls.gov/ncs/ebs/benefits/2018/ownership\\_private.htm](https://www.bls.gov/ncs/ebs/benefits/2018/ownership_private.htm)); data reported is for private employers in the Pacific region unless otherwise noted

<sup>2</sup>Applies to the first \$132,900 in earnings

<sup>3</sup>There is an additional 0.90% tax on earnings over \$200,000

<sup>4</sup>Applies to first \$7,000 in wages

<sup>5</sup>The rate models use the new employer tax rate in 2018

<sup>6</sup>BLS data for vacation and sick leave is based on national data (means) for private employers' employees with 1-5 years of experience (mean for those with 6-10 experience is 15 days of vacation and 7 days of sick leave); it is assumed that all staff with access to paid time off 'participate'

<sup>7</sup>In addition to BLS data, other sources were considered. According to U.S. DHHS' 2020 Medical Expenditure Panel, the average premium across all California employers was \$524.58 with an employer share of \$405.16 (Tables II.C.1 and II.C.2).

<sup>8</sup>BLS provides information for a variety of other benefits that cannot be combined

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**Appendix C: Benefits Assumptions**  
**Benefit Rates by Wage Level Based on Benefits Assumptions (Excluding Workers' Compensation)**

| Hourly Wage | Full-Time Annual Salary | Effective Benefit Rate -<br>Model Assumptions <sup>1,2</sup> |         |
|-------------|-------------------------|--|---------|
|             |                         | w/ PTO   | w/o PTO |
| \$13        | \$27,040                | 41.40%   | 31.79%  |
| \$14        | \$29,120                | 39.68%   | 30.06%  |
| \$15        | \$31,200                | 38.19%   | 28.57%  |
| \$16        | \$33,280                | 36.88%   | 27.26%  |
| \$17        | \$35,360                | 35.72%   | 26.11%  |
| \$18        | \$37,440                | 34.70%   | 25.08%  |
| \$19        | \$39,520                | 33.78%   | 24.17%  |
| \$20        | \$41,600                | 32.96%   | 23.34%  |
| \$21        | \$43,680                | 32.21%   | 22.59%  |
| \$22        | \$45,760                | 31.53%   | 21.91%  |
| \$23        | \$47,840                | 30.91%   | 21.29%  |
| \$24        | \$49,920                | 30.34%   | 20.72%  |
| \$25        | \$52,000                | 29.82%   | 20.20%  |
| \$26        | \$54,080                | 29.33%   | 19.72%  |
| \$27        | \$56,160                | 28.89%   | 19.27%  |
| \$28        | \$58,240                | 28.47%   | 18.86%  |
| \$29        | \$60,320                | 28.09%   | 18.47%  |
| \$30        | \$62,400                | 27.73%   | 18.11%  |
| \$31        | \$64,480                | 27.39%   | 17.77%  |
| \$32        | \$66,560                | 27.07%   | 17.46%  |
| \$33        | \$68,640                | 26.77%   | 17.16%  |
| \$34        | \$70,720                | 26.49%   | 16.88%  |
| \$35        | \$72,800                | 26.23%   | 16.62%  |
| \$36        | \$74,880                | 25.98%   | 16.37%  |
| \$37        | \$76,960                | 25.75%   | 16.13%  |
| \$38        | \$79,040                | 25.52%   | 15.91%  |
| \$39        | \$81,120                | 25.31%   | 15.70%  |
| \$40        | \$83,200                | 25.11%   | 15.49%  |
| \$41        | \$85,280                | 24.92%   | 15.30%  |
| \$42        | \$87,360                | 24.74%   | 15.12%  |
| \$43        | \$89,440                | 24.56%   | 14.95%  |
| \$44        | \$91,520                | 24.40%   | 14.78%  |
| \$45        | \$93,600                | 24.24%   | 14.62%  |
| \$46        | \$95,680                | 24.09%   | 14.47%  |
| \$47        | \$97,760                | 23.94%   | 14.33%  |
| \$48        | \$99,840                | 23.80%   | 14.19%  |
| \$49        | \$101,920               | 23.67%   | 14.05%  |
| \$50        | \$104,000               | 23.54%   | 13.93%  |
| \$51        | \$106,080               | 23.42%   | 13.80%  |
| \$52        | \$108,160               | 23.30%   | 13.68%  |
| \$53        | \$110,240               | 23.19%   | 13.57%  |
| \$54        | \$112,320               | 23.08%   | 13.46%  |
| \$55        | \$114,400               | 22.97%   | 13.36%  |
| \$56        | \$116,480               | 22.87%   | 13.25%  |
| \$57        | \$118,560               | 22.77%   | 13.16%  |
| \$58        | \$120,640               | 22.68%   | 13.06%  |
| \$59        | \$122,720               | 22.58%   | 12.97%  |
| \$60        | \$124,800               | 22.50%   | 12.88%  |

<sup>1</sup>This table illustrates benefit rates in one dollar wage increments, but benefit rates in rate models are calculated to the penny

<sup>2</sup>Benefit rates in rate models exclude paid time off, which is accounted for as a productivity assumption

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**Appendix C: Benefits Assumptions**  
**Workers' Compensation Rates by Service (premium amounts per \$100 in wages paid)**

| <b>Assumed Insurer Expenses/ Profit</b>              |     |     |     | <b>18%</b>                                      |  |
|--|-----|-----|-----|---|--|
| <b>Service/ Service Codes</b>                        |     |     |     | <b>Workers' Compensation Class Code</b>         | <b>WCIRB Pure Premium Rate; 01/20 (per \$100 in Wages)</b>     |
|  |     |     |     |   | <b>Assumed Workers' Compensation Rate (per \$100 in Wages)</b> |
| <b>Independent Living Program</b>                    |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 055  | 063 | 062 | 108 |   | \$4.83   |
| 520  | 635 | 645 | 650 |   |  |
| <b>Supported Living Services</b>                     |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 073  | 896 |     |     |   | \$4.83   |
| <b>Tutor Services</b>                                |     |     |     | 8868 - College & Schools                        | \$0.66   |
| 025  | 680 |     |     |   | \$0.80   |
| <b>Housekeeping</b>                                  |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 858  | 860 |     |     |   | \$4.83   |
| <b>Respite</b>                                       |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 420  | 465 | 862 | 864 |   | \$4.83   |
| <b>Day Services</b>                                  |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 028  | 055 | 063 | 094 |   | \$5.74   |
| 505  | 510 | 525 | 880 |   |  |
| <b>Participant-Directed Community-Based Training</b> |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 475  |     |     |     |   | \$5.74   |
| <b>In-home/Mobile Day Program</b>                    |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 091  |     |     |     |   | \$4.83   |
| <b>Behavioral Day Services</b>                       |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 515  |     |     |     |   | \$5.74   |
| <b>Infant Development Program</b>                    |     |     |     | 8827 - Home Care Services (50%)                 | \$2.31   |
| 805  |     |     |     | 8868 - College & Schools (50%)                  | \$2.82   |
| <b>Supported Employment - Individual</b>             |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 952  |     |     |     |   | \$5.74   |
| <b>Supported Employment - Group</b>                  |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 950  |     |     |     |   | \$5.74   |
| <b>Work Activity Program</b>                         |     |     |     | 8806 - Sheltered Workshop/ Work Activity Center | \$4.26   |
| 954  |     |     |     |   | \$5.20   |
| <b>Residential Facility - Owner-Operated</b>         |     |     |     | 9085 - Residential Care Facility/ DD            | \$2.99   |
| 905  | 910 |     |     |   | \$3.65   |
| <b>Residential Facility - Staff-Operated</b>         |     |     |     | 9085 - Residential Care Facility/ DD            | \$2.99   |
| 113  | 915 | 920 |     |   | \$3.65   |
| <b>Family Home Agency</b>                            |     |     |     | 9085 - Residential Care Facility/ DD            | \$2.99   |
| 904  |     |     |     |   | \$3.65   |
| <b>Program Support</b>                               |     |     |     | 9085 - Residential Care Facility/ DD            | \$2.99   |
| 109  |     |     |     |   | \$3.65   |
| <b>Program Support</b>                               |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 110  |     |     |     |   | \$5.74   |
| <b>Program Support</b>                               |     |     |     | 8827 - Home Care Services                       | \$3.96   |
| 111  |     |     |     |   | \$4.83   |
| <b>Behavioral Services</b>                           |     |     |     | 8827 - Home Care Services (50%)                 | \$2.31   |
| 612  | 613 | 615 | 616 | 8868 - College & Schools (50%)                  | \$2.82   |
| 620  | 048 |     |     |   |  |
| <b>Transportation</b>                                |     |     |     | 7382 - Bus, Shuttle Van or Limo Operations      | \$6.70   |
| 875  |     |     |     |   | \$8.17   |
| <b>Transportation Assistant</b>                      |     |     |     | 9101 - Adult Day Care                           | \$4.71   |
| 882  |     |     |     |   | \$5.74   |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Personal Assistance, 1:1 | Personal Assistance, 1:2 | Personal Assistance, 1:3 | Participant-Directed Personal Assistance, 1:1 | Participant-Directed Personal Assistance, 1:2 | Participant-Directed Personal Assistance, 1:3 | Parent Coordinated Personal Assistance, 1:1 | Parent Coordinated Personal Assistance, 1:2 | Parent Coordinated Personal Assistance, 1:3 | Independent Living Program, 1:1 |
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 37.50        | 37.00        | 36.75        | 39.50        | 39.12        | 38.88        | 39.50        | 39.12        | 38.88        | 34.75        |
| Travel Time Between Individuals                     | 0.75         | 0.75         | 0.75         | -            | -            | -            | -            | -            | -            | 3.00         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.75         | 1.25         | 1.50         | 0.50         | 0.88         | 1.12         | 0.50         | 0.88         | 1.12         | 1.25         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | -            | -            | -            | -            | -            | -            | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 35.00  | 6.00   | 6.00   | 6.00   | 6.00   | 6.00   | 6.00   | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 33.25        | 32.81        | 32.59        | 35.58        | 35.24        | 35.02        | 35.58        | 35.24        | 35.02        | 30.82        |
| Travel Time Between Individuals                     | 0.67         | 0.67         | 0.67         | -            | -            | -            | -            | -            | -            | 2.66         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.67         | 1.11         | 1.33         | 0.45         | 0.79         | 1.01         | 0.45         | 0.79         | 1.01         | 1.11         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | -            | -            | -            | -            | -            | -            | 0.89         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Independent Living Program, 1:2 | Independent Living Program, 1:3 | Participant-Directed Independent Living, 1:1 | Participant-Directed Independent Living, 1:2 | Participant-Directed Independent Living, 1:3 | Independent Living Specialist, 1:1 | Independent Living Specialist, 1:2 | Independent Living Specialist, 1:3 | Parent Coordinated Supported Living, 1:1 | Parent Coordinated Supported Living, 1:2 |
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 34.00        | 33.50        | 39.50        | 39.12        | 38.88        | 35.75        | 35.00        | 34.50        | 39.50        | 39.12        |
| Travel Time Between Individuals                     | 3.00         | 3.00         | -            | -            | -            | 3.00         | 3.00         | 3.00         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.00         | 2.50         | 0.50         | 0.88         | 1.12         | 1.25         | 2.00         | 2.50         | 0.50         | 0.88         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 6.00   | 6.00   | 6.00   | 35.00  | 35.00  | 35.00  | 6.00   | 6.00   |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.16        | 29.71        | 35.58        | 35.24        | 35.02        | 31.71        | 31.05        | 30.60        | 35.58        | 35.24        |
| Travel Time Between Individuals                     | 2.66         | 2.66         | -            | -            | -            | 2.66         | 2.66         | 2.66         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.77         | 2.22         | 0.45         | 0.79         | 1.01         | 1.11         | 1.77         | 2.22         | 0.45         | 0.79         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Parent Coordinated Supported Living,<br>1:3 | Supported Living Services, 1:1 | Supported Living Services, 1:2 | Supported Living Services, 1:3 | Parenting Support Services, 1:1 | Parenting Support Services, 1:2 | Parenting Support Services, 1:3 | Respite, 1:1 | Respite, 1:2 | Respite, 1:3 |
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 38.88        | 40.00        | 39.50        | 39.25        | 36.50        | 35.75        | 35.25        | 37.75        | 37.37        | 37.13        |
| Travel Time Between Individuals                     | -            | 0.75         | 0.75         | 0.75         | 1.50         | 1.50         | 1.50         | 0.75         | 0.75         | 0.75         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.12         | 0.75         | 1.25         | 1.50         | 1.00         | 1.75         | 2.25         | 0.50         | 0.88         | 1.12         |
| Supervision and Other Employer Time                 | -            | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>42.50</b> | <b>42.50</b> | <b>42.50</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 6.00   | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 35.02        | 35.75        | 35.30        | 35.08        | 32.37        | 31.71        | 31.26        | 33.48        | 33.14        | 32.93        |
| Travel Time Between Individuals                     | -            | 0.67         | 0.67         | 0.67         | 1.33         | 1.33         | 1.33         | 0.67         | 0.67         | 0.67         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.01         | 0.67         | 1.12         | 1.34         | 0.89         | 1.55         | 2.00         | 0.44         | 0.78         | 0.99         |
| Supervision and Other Employer Time                 | -            | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>42.50</b> | <b>42.50</b> | <b>42.50</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|              |              |                                   |                                   |                                   |                                   |                                   |                     |                     |                     |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|
| Respite, 1:4 | Respite, 1:5 | Participant-Directed Respite, 1:1 | Participant-Directed Respite, 1:2 | Participant-Directed Respite, 1:3 | Participant-Directed Respite, 1:4 | Participant-Directed Respite, 1:5 | Tutor Services, 1:1 | Tutor Services, 1:2 | Tutor Services, 1:3 |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 36.89        | 36.65        | 39.50        | 39.12        | 38.88        | 38.64        | 38.40        | 35.50        | 34.75        | 34.25        |
| Travel Time Between Individuals                     | 0.75         | 0.75         | -            | -            | -            | -            | -            | 3.00         | 3.00         | 3.00         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.36         | 1.60         | 0.50         | 0.88         | 1.12         | 1.36         | 1.60         | 1.00         | 1.75         | 2.25         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | -            | -            | -            | -            | -            | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 6.00   | 6.00   | 6.00   | 6.00   | 6.00   | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 32.71        | 32.50        | 35.58        | 35.24        | 35.02        | 34.80        | 34.59        | 31.49        | 30.83        | 30.38        |
| Travel Time Between Individuals                     | 0.67         | 0.67         | -            | -            | -            | -            | -            | 2.66         | 2.66         | 2.66         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.21         | 1.42         | 0.45         | 0.79         | 1.01         | 1.23         | 1.44         | 0.89         | 1.55         | 2.00         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | -            | -            | -            | -            | -            | 0.44         | 0.44         | 0.44         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated | Residential Facility - Owner Operated | Residential Facility, Level 7 | Residential Facility for Persons with Special Health Care Needs | Supplemental Residential Prog. Supp. | Day Services, 1:10 | Day Services, 1:9 | Day Services, 1:8 |
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 36.50        | 39.00        | 41.50        | 41.50        | 43.00        | 43.00        | 39.00        | 34.75        | 35.00        | 35.25        |
| Travel Time Between Individuals                     | 3.00         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 1.25         | 1.25         | 1.25         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 3.00         | 2.75         | 2.50         |
| Supervision and Other Employer Time                 | 0.50         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>42.50</b> | <b>42.50</b> | <b>44.00</b> | <b>44.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 0.00   | 35.00  | 35.00  | 35.00  | 35.00  | 50.00  | 35.00  | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 32.99        | 34.59        | 37.09        | 37.09        | 38.58        | 38.30        | 34.59        | 30.82        | 31.04        | 31.26        |
| Travel Time Between Individuals                     | 2.71         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 1.11         | 1.11         | 1.11         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 2.66         | 2.44         | 2.22         |
| Supervision and Other Employer Time                 | 0.45         | 0.89         | 0.89         | 0.89         | 0.90         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | -            | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>42.50</b> | <b>42.50</b> | <b>44.00</b> | <b>44.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                   |                   |                   |                   |                   |                   |                              |                              |                           |                           |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|
| Day Services, 1:7 | Day Services, 1:6 | Day Services, 1:5 | Day Services, 1:4 | Day Services, 1:3 | Day Services, 1:2 | Behavioral Day Services, 1:3 | Behavioral Day Services, 1:2 | Medical Day Services, 1:3 | Medical Day Services, 1:2 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 35.50        | 35.75        | 36.00        | 36.50        | 36.50        | 36.75        | 35.50        | 35.75        | 35.50        | 35.75        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.25         | 2.00         | 1.75         | 1.25         | 1.25         | 1.00         | 1.25         | 1.00         | 1.25         | 1.00         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 2.00         | 2.00         | 2.00         | 2.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 50.00  | 50.00  | 50.00  | 50.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 31.48        | 31.71        | 31.93        | 32.37        | 32.37        | 32.59        | 31.23        | 31.45        | 31.23        | 31.45        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 1.11         | 1.11         | 1.11         | 1.11         | 1.11         | 1.11         | 1.10         | 1.10         | 1.10         | 1.10         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.00         | 1.77         | 1.55         | 1.11         | 1.11         | 0.89         | 1.10         | 0.88         | 1.10         | 0.88         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 1.76         | 1.76         | 1.76         | 1.76         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| In-home/Mobile Day Program, 1:3 | In-home/Mobile Day Program, 1:2 | In-home/Mobile Day Program, 1:1 | Participant-Directed Community-Based Training, 1:3 | Participant-Directed Community-Based Training, 1:2 | Participant-Directed Community-Based Training, 1:1 | Supplemental Day Program Support | Transportation, Company | Transportation, Additional Component | Transportation Assistant |
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 37.75        | 38.00        | 37.00        | 38.75        | 39.00        | 39.00        | 39.00        | 39.00        | 39.00        | 37.00        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.25         | 1.00         | 1.00         | 1.25         | 1.00         | 1.00         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | -            | -            | -            | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 1.00         | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 2.00         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 35.00  | 6.00   | 6.00   | 6.00   | 35.00  | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 33.48        | 33.70        | 32.81        | 34.90        | 35.13        | 35.13        | 34.59        | 34.59        | 34.59        | 32.82        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.11         | 0.89         | 0.89         | 1.13         | 0.90         | 0.90         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | -            | -            | -            | 0.89         | 0.89         | 0.89         | 0.89         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.89         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.77         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Supported Employment-Group | Participant-Directed Supported Employment, 1:1 | Participant-Directed Supported Employment, 1:2 | Participant-Directed Supported Employment, 1:3 | Supported Employment-Individual, Job Development | Supported Employment-Individual, Job Coaching | Work Activity Program, 1:35+ | Work Activity Program, 1:30-34 | Work Activity Program, 1:25-29 | Work Activity Program, 1:20-24 |
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 34.25        | 39.00        | 39.00        | 38.75        | 32.25        | 34.25        | 35.25        | 35.50        | 35.75        | 36.00        |
| Travel Time Between Individuals                     | 3.00         | -            | -            | -            | 2.00         | 3.00         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 1.25         | 1.25         | 1.25         | 1.25         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 5.00         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.00         | 1.00         | 1.00         | 1.25         | -            | 1.00         | 2.50         | 2.25         | 2.00         | 1.75         |
| Supervision and Other Employer Time                 | 0.75         | -            | -            | -            | 0.75         | 0.75         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | 1.00         | -            | -            | -            | -            | 1.00         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 6.00   | 6.00   | 6.00   | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.37        | 35.13        | 35.13        | 34.90        | 28.60        | 30.37        | 31.26        | 31.48        | 31.71        | 31.93        |
| Travel Time Between Individuals                     | 2.66         | -            | -            | -            | 1.77         | 2.66         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 1.11         | 1.11         | 1.11         | 1.11         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 4.44         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.89         | 0.90         | 0.90         | 1.13         | -            | 0.89         | 2.22         | 2.00         | 1.77         | 1.55         |
| Supervision and Other Employer Time                 | 0.67         | -            | -            | -            | 0.67         | 0.67         | 0.89         | 0.89         | 0.89         | 0.89         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.89         | -            | -            | -            | -            | 0.89         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                                |                                |                       |   |   |   |  |  |  |  |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|
| Work Activity Program, 1:15-19 | Work Activity Program, 1:10-14 | Work Activity Program | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Professional, Center/Facility-Based, 1:1 |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 36.25        | 36.50        | 36.75        | 26.25        | 25.00        | 24.50        | 29.00        | 27.75        | 26.75        | 31.00        |
| Travel Time Between Individuals                     | -            | -            | -            | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | -            |
| Program Set-Up/ Clean-Up                            | 1.25         | 1.25         | 1.25         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.50         | 1.25         | 1.00         | 3.75         | 5.00         | 5.50         | 2.50         | 3.75         | 4.75         | 4.50         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | -            | -            | -            | 3.00         | 3.00         | 3.00         | 1.50         | 1.50         | 1.50         | 3.00         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 35.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 32.15        | 32.37        | 32.59        | 23.40        | 22.28        | 21.83        | 25.85        | 24.74        | 23.84        | 27.64        |
| Travel Time Between Individuals                     | -            | -            | -            | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | -            |
| Program Set-Up/ Clean-Up                            | 1.11         | 1.11         | 1.11         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.33         | 1.11         | 0.89         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 4.01         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.68         | 2.68         | 2.68         | 1.34         | 1.34         | 1.34         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:3 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:1 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:3 | Adaptive Skills Training, Professional,<br>1:1 | Adaptive Skills Training, Professional,<br>1:2 | Adaptive Skills Training, Professional,<br>1:3 | Adaptive Skills Training, Specialist,<br>1:1 | Adaptive Skills Training, Specialist,<br>1:2 |
|---|---|--|--|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.75        | 29.25        | 33.75        | 32.50        | 31.50        | 26.25        | 25.00        | 24.50        | 29.00        | 27.75        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.75         | 6.25         | 3.25         | 4.50         | 5.50         | 3.75         | 5.00         | 5.50         | 2.50         | 3.75         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 1.50         | 1.50         | 1.50         | 3.00         | 3.00         | 3.00         | 1.50         | 1.50         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.52        | 26.08        | 30.09        | 28.98        | 28.08        | 23.40        | 22.28        | 21.83        | 25.85        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 2.90         | 4.01         | 4.91         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 1.34         | 1.34         | 1.34         | 2.68         | 2.68         | 2.68         | 1.34         | 1.34         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |                       |                       |                       |                                 |                                 |                                 |                                    |                                    |                                    |
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Adaptive Skills Training, Specialist, 1:3 | Behavior Analyst, 1:1 | Behavior Analyst, 1:2 | Behavior Analyst, 1:3 | Associate Behavior Analyst, 1:1 | Associate Behavior Analyst, 1:2 | Associate Behavior Analyst, 1:3 | Behavior Management Assistant, 1:1 | Behavior Management Assistant, 1:2 | Behavior Management Assistant, 1:3 |
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.75        | 26.25        | 25.00        | 24.50        | 29.00        | 27.75        | 26.75        | 29.00        | 27.75        | 26.75        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.75         | 3.75         | 5.00         | 5.50         | 2.50         | 3.75         | 4.75         | 2.50         | 3.75         | 4.75         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 1.50         | 3.00         | 3.00         | 3.00         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 23.84        | 23.40        | 22.28        | 21.83        | 25.85        | 24.74        | 23.84        | 25.85        | 24.74        | 23.84        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.24         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 2.23         | 3.34         | 4.24         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 1.34         | 2.68         | 2.68         | 2.68         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |                                     |                                     |                                     |  |  |  |   |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|
| Behavior Technician -<br>Paraprofessional, 1:1 | Behavior Technician -<br>Paraprofessional, 1:2 | Behavior Technician -<br>Paraprofessional, 1:3 | Behavior Management Consultant, 1:1 | Behavior Management Consultant, 1:2 | Behavior Management Consultant, 1:3 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:1 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:2 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:3 | Infant Development Program, Early<br>Intervention Assistant, Home and<br>Community-Based, 1:1 |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.00        | 27.75        | 26.75        | 26.25        | 25.00        | 24.50        | 26.00        | 24.75        | 23.75        | 28.50        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.50         | 3.75         | 4.75         | 3.75         | 5.00         | 5.50         | 2.50         | 3.75         | 4.75         | 2.50         |
| Supervision and Other Employer Time                 | 2.00         | 2.00         | 2.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 1.00         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | -            | -            | -            | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 50.00  | 50.00  | 50.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.51        | 24.41        | 23.53        | 23.40        | 22.28        | 21.83        | 23.17        | 22.06        | 21.16        | 25.27        |
| Travel Time Between Individuals                     | 4.84         | 4.84         | 4.84         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.88         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.20         | 3.30         | 4.18         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 2.22         |
| Supervision and Other Employer Time                 | 1.76         | 1.76         | 1.76         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.89         |
| Missed Appointments (not redirected to other tasks) | 0.88         | 0.88         | 0.88         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.34         | 1.34         | 1.34         | 1.33         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:1 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:2 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:2 |
|---|---|--|--|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.25        | 26.25        | 31.25        | 30.62        | 30.12        | 24.75        | 23.50        | 23.00        | 24.75        | 23.50        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.75         | 4.75         | 1.25         | 1.88         | 2.38         | 3.75         | 5.00         | 5.50         | 3.75         | 5.00         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | -            | -            | -            | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 24.16        | 23.28        | 27.71        | 27.15        | 26.71        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        |
| Travel Time Between Individuals                     | 4.88         | 4.88         | 4.88         | 4.88         | 4.88         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.33         | 4.21         | 1.11         | 1.67         | 2.11         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.33         | 1.33         | -            | -            | -            | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |   |   |   |  |  |  |   |   |   |
|--|---|---|---|--|--|--|---|---|---|
| Infant Development Program,<br>PT/OT/SLP Assistant, Home and<br>Community-Based, 1:3 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:1 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:2 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:3 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:1 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:2 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:3 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:1 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:2 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:3 |
|--|---|---|---|--|--|--|---|---|---|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 23.00        | 24.75        | 23.50        | 23.00        | 24.75        | 23.50        | 23.00        | 24.75        | 23.50        | 23.00        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.50         | 3.75         | 5.00         | 5.50         | 3.75         | 5.00         | 5.50         | 3.75         | 5.00         | 5.50         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |   |   |   |  |  |  |   |
|--|--|--|---|---|---|--|--|--|---|
| Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:3 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:1 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:2 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:3 | Infant Development Program, Social Worker, Home and Community-Based, 1:1 | Infant Development Program, Social Worker, Home and Community-Based, 1:2 | Infant Development Program, Social Worker, Home and Community-Based, 1:3 | Infant Development Program, Psychologist, Home and Community-Based, 1:1 |
|--|--|--|---|---|---|--|--|--|---|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 24.75        | 23.50        | 23.00        | 24.75        | 23.50        | 23.00        | 24.75        | 23.50        | 23.00        | 24.75        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         | 5.50         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.75         | 5.00         | 5.50         | 3.75         | 5.00         | 5.50         | 3.75         | 5.00         | 5.50         | 3.75         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |  |  |  |   |   |
|---|---|---|---|---|--|--|--|---|---|
| Infant Development Program, Psychologist, Home and Community-Based, 1:2 | Infant Development Program, Psychologist, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:2 |
|---|---|---|---|---|--|--|--|---|---|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 23.50        | 23.00        | 32.00        | 30.75        | 29.75        | 33.25        | 32.00        | 31.00        | 36.00        | 35.37        |
| Travel Time Between Individuals                     | 5.50         | 5.50         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 1.25         | 1.25         | 1.25         | 1.25         | 1.25         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.00         | 5.50         | 2.50         | 3.75         | 4.75         | 2.50         | 3.75         | 4.75         | 1.25         | 1.88         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 35.00  | 35.00  | 35.00  | 35.00  | 35.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.94        | 20.49        | 28.52        | 27.41        | 26.51        | 29.49        | 28.38        | 27.50        | 31.93        | 31.37        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 1.11         | 1.11         | 1.11         | 1.11         | 1.11         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 2.22         | 3.33         | 4.21         | 1.11         | 1.67         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.45         | 0.45         | 0.45         | 0.44         | 0.44         | 0.44         | 0.44         | 0.44         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.33         | 1.33         | 1.33         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Audiologist, Center/Facility-Based, 1:1 | Infant Development Program, Audiologist, Center/Facility-Based, 1:2 | Infant Development Program, Audiologist, Center/Facility-Based, 1:3 |
|---|---|---|---|---|---|---|---|---|---|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 34.87        | 29.50        | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 1.25         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.38         | 4.50         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         |
| Supervision and Other Employer Time                 | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.50         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | -            | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | -            | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 35.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.93        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 1.11         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.11         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.89         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.44         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |  |  |  |   |   |   |  |
|--|--|--|--|--|--|---|---|---|--|
| Infant Development Program, Family Therapist, Center/Facility-Based, 1:1 | Infant Development Program, Family Therapist, Center/Facility-Based, 1:2 | Infant Development Program, Family Therapist, Center/Facility-Based, 1:3 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:1 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:2 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:3 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:3 | Infant Development Program, Registered Dietitian, Center/Facility-Based, 1:1 |
|--|--|--|--|--|--|---|---|---|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.50        | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        | 29.50        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.50         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         | 4.50         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|
| Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:3 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:1 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:2 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:3 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:1 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:2 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:3 |
|---|---|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; FT Employees**

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        | 29.50        | 28.25        | 27.75        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         | 4.50         | 5.75         | 6.25         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Collateral Contacts (not billable)                  | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Interdisciplinary team case reviews/planning        | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         | 1.50         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Annual Hours for Training and PTO**

|               |        |        |        |        |        |        |        |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Training      | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  | 25.00  |
| Paid time off | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 | 200.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Personal Assistance, 1:1 | Personal Assistance, 1:2 | Personal Assistance, 1:3 | Participant-Directed Personal Assistance, 1:1 | Participant-Directed Personal Assistance, 1:2 | Participant-Directed Personal Assistance, 1:3 | Parent Coordinated Personal Assistance, 1:1 | Parent Coordinated Personal Assistance, 1:2 | Parent Coordinated Personal Assistance, 1:3 | Independent Living Program, 1:1 |
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|

***Base Model Assumptions for 'Typical' Week; PT Employees***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.18        | 19.90        | 19.76        | 21.72        | 21.52        | 21.38        | 21.72        | 21.52        | 21.38        | 18.66        |
| Travel Time Between Individuals                     | 0.41         | 0.41         | 0.41         | -            | -            | -            | -            | -            | -            | 1.65         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.41         | 0.69         | 0.83         | 0.28         | 0.48         | 0.62         | 0.28         | 0.48         | 0.62         | 0.69         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | -            | -            | -            | -            | -            | -            | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

***Annual Hours for Training and PTO***

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 35.00 | 6.00  | 6.00  | 6.00  | 6.00  | 6.00  | 6.00  | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.50        | 18.25        | 18.12        | 20.47        | 20.28        | 20.15        | 20.47        | 20.28        | 20.15        | 17.12        |
| Travel Time Between Individuals                     | 0.38         | 0.38         | 0.38         | -            | -            | -            | -            | -            | -            | 1.51         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.38         | 0.63         | 0.76         | 0.26         | 0.45         | 0.58         | 0.26         | 0.45         | 0.58         | 0.63         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | 0.92         | -            | -            | -            | -            | -            | -            | 0.92         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Independent Living Program, 1:2 | Independent Living Program, 1:3 | Participant-Directed Independent Living, 1:1 | Participant-Directed Independent Living, 1:2 | Participant-Directed Independent Living, 1:3 | Independent Living Specialist, 1:1 | Independent Living Specialist, 1:2 | Independent Living Specialist, 1:3 | Parent Coordinated Supported Living, 1:1 | Parent Coordinated Supported Living, 1:2 |
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.25        | 17.97        | 21.72        | 21.52        | 21.38        | 19.66        | 19.25        | 18.97        | 21.72        | 21.52        |
| Travel Time Between Individuals                     | 1.65         | 1.65         | -            | -            | -            | 1.65         | 1.65         | 1.65         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.10         | 1.38         | 0.28         | 0.48         | 0.62         | 0.69         | 1.10         | 1.38         | 0.28         | 0.48         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 6.00  | 6.00  | 6.00  | 35.00 | 35.00 | 35.00 | 6.00  | 6.00  |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 16.74        | 16.48        | 20.47        | 20.28        | 20.15        | 18.04        | 17.66        | 17.40        | 20.47        | 20.28        |
| Travel Time Between Individuals                     | 1.51         | 1.51         | -            | -            | -            | 1.51         | 1.51         | 1.51         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.01         | 1.27         | 0.26         | 0.45         | 0.58         | 0.63         | 1.01         | 1.27         | 0.26         | 0.45         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Parent Coordinated Supported Living,<br>1:3 | Supported Living Services, 1:1 | Supported Living Services, 1:2 | Supported Living Services, 1:3 | Parenting Support Services, 1:1 | Parenting Support Services, 1:2 | Parenting Support Services, 1:3 | Respite, 1:1 | Respite, 1:2 | Respite, 1:3 |
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.38        | 20.18        | 19.90        | 19.76        | 19.62        | 19.21        | 18.93        | 20.31        | 20.11        | 19.97        |
| Travel Time Between Individuals                     | -            | 0.41         | 0.41         | 0.41         | 0.83         | 0.83         | 0.83         | 0.41         | 0.41         | 0.41         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.62         | 0.41         | 0.69         | 0.83         | 0.55         | 0.96         | 1.24         | 0.28         | 0.48         | 0.62         |
| Supervision and Other Employer Time                 | -            | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 6.00  | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.15        | 18.50        | 18.25        | 18.12        | 18.00        | 17.62        | 17.36        | 18.62        | 18.44        | 18.31        |
| Travel Time Between Individuals                     | -            | 0.38         | 0.38         | 0.38         | 0.76         | 0.76         | 0.76         | 0.38         | 0.38         | 0.38         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.58         | 0.38         | 0.63         | 0.76         | 0.50         | 0.88         | 1.14         | 0.26         | 0.44         | 0.57         |
| Supervision and Other Employer Time                 | -            | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|              |              |                                   |                                   |                                   |                                   |                                   |                     |                     |                     |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|
| Respite, 1:4 | Respite, 1:5 | Participant-Directed Respite, 1:1 | Participant-Directed Respite, 1:2 | Participant-Directed Respite, 1:3 | Participant-Directed Respite, 1:4 | Participant-Directed Respite, 1:5 | Tutor Services, 1:1 | Tutor Services, 1:2 | Tutor Services, 1:3 |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.84        | 19.71        | 21.72        | 21.52        | 21.38        | 21.25        | 21.12        | 19.30        | 18.89        | 18.61        |
| Travel Time Between Individuals                     | 0.41         | 0.41         | -            | -            | -            | -            | -            | 1.65         | 1.65         | 1.65         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.75         | 0.88         | 0.28         | 0.48         | 0.62         | 0.75         | 0.88         | 0.55         | 0.96         | 1.24         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | -            | -            | -            | -            | -            | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 6.00  | 6.00  | 6.00  | 6.00  | 6.00  | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.19        | 18.07        | 20.47        | 20.28        | 20.15        | 20.02        | 19.90        | 17.71        | 17.33        | 17.07        |
| Travel Time Between Individuals                     | 0.38         | 0.38         | -            | -            | -            | -            | -            | 1.51         | 1.51         | 1.51         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.69         | 0.81         | 0.26         | 0.45         | 0.58         | 0.71         | 0.83         | 0.50         | 0.88         | 1.14         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | -            | -            | -            | -            | -            | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated | Residential Facility - Owner Operated | Residential Facility, Level 7 | Residential Facility for Persons with Special Health Care Needs | Supplemental Residential Prog. Supp. | Day Services, 1:10 | Day Services, 1:9 | Day Services, 1:8 |
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.85        | 21.00        | 21.00        | 21.00        | 21.00        | 21.00        | 21.00        | 18.66        | 18.80        | 18.93        |
| Travel Time Between Individuals                     | 1.65         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.69         | 0.69         | 0.69         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 1.65         | 1.51         | 1.38         |
| Supervision and Other Employer Time                 | 0.50         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 0.00  | 35.00 | 35.00 | 35.00 | 35.00 | 50.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.82        | 19.26        | 19.26        | 19.26        | 19.26        | 18.99        | 19.26        | 17.12        | 17.25        | 17.36        |
| Travel Time Between Individuals                     | 1.56         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.63         | 0.63         | 0.63         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 1.51         | 1.38         | 1.27         |
| Supervision and Other Employer Time                 | 0.47         | 0.92         | 0.92         | 0.92         | 0.92         | 0.90         | 0.92         | 0.92         | 0.92         | 0.92         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.00         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                   |                   |                   |                   |                   |                   |                              |                              |                           |                           |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|
| Day Services, 1:7 | Day Services, 1:6 | Day Services, 1:5 | Day Services, 1:4 | Day Services, 1:3 | Day Services, 1:2 | Behavioral Day Services, 1:3 | Behavioral Day Services, 1:2 | Medical Day Services, 1:3 | Medical Day Services, 1:2 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.07        | 19.21        | 19.35        | 19.62        | 19.62        | 19.76        | 18.62        | 18.76        | 18.62        | 18.76        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.24         | 1.10         | 0.96         | 0.69         | 0.69         | 0.55         | 0.69         | 0.55         | 0.69         | 0.55         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 2.00         | 2.00         | 2.00         | 2.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 50.00 | 50.00 | 50.00 | 50.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.49        | 17.62        | 17.75        | 18.00        | 18.00        | 18.13        | 16.84        | 16.96        | 16.84        | 16.96        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.63         | 0.63         | 0.63         | 0.63         | 0.63         | 0.63         | 0.62         | 0.62         | 0.62         | 0.62         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.14         | 1.01         | 0.88         | 0.63         | 0.63         | 0.50         | 0.62         | 0.50         | 0.62         | 0.50         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 1.81         | 1.81         | 1.81         | 1.81         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| In-home/Mobile Day Program, 1:3 | In-home/Mobile Day Program, 1:2 | In-home/Mobile Day Program, 1:1 | Participant-Directed Community-Based Training, 1:3 | Participant-Directed Community-Based Training, 1:2 | Participant-Directed Community-Based Training, 1:1 | Supplemental Day Program Support | Transportation, Company | Transportation, Additional Component | Transportation Assistant |
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.31        | 20.45        | 19.90        | 21.31        | 21.45        | 21.45        | 21.00        | 21.00        | 21.00        | 19.90        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.69         | 0.55         | 0.55         | 0.69         | 0.55         | 0.55         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | -            | -            | -            | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.55         | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.10         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 35.00 | 6.00  | 6.00  | 6.00  | 35.00 | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.63        | 18.76        | 18.26        | 20.08        | 20.21        | 20.21        | 19.26        | 19.26        | 19.26        | 18.25        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.63         | 0.50         | 0.50         | 0.65         | 0.52         | 0.52         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | 0.92         | -            | -            | -            | 0.92         | 0.92         | 0.92         | 0.92         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.50         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.01         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Supported Employment-Group | Participant-Directed Supported Employment, 1:1 | Participant-Directed Supported Employment, 1:2 | Participant-Directed Supported Employment, 1:3 | Supported Employment-Individual, Job Development | Supported Employment-Individual, Job Coaching | Work Activity Program, 1:35+ | Work Activity Program, 1:30-34 | Work Activity Program, 1:25-29 | Work Activity Program, 1:20-24 |
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.50        | 21.45        | 21.45        | 21.31        | 17.40        | 18.50        | 18.93        | 19.07        | 19.21        | 19.35        |
| Travel Time Between Individuals                     | 1.65         | -            | -            | -            | 1.10         | 1.65         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.69         | 0.69         | 0.69         | 0.69         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 2.75         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.55         | 0.55         | 0.55         | 0.69         | -            | 0.55         | 1.38         | 1.24         | 1.10         | 0.96         |
| Supervision and Other Employer Time                 | 0.75         | -            | -            | -            | 0.75         | 0.75         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral Contacts (not billable)                  | 0.55         | -            | -            | -            | -            | 0.55         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 6.00  | 6.00  | 6.00  | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 16.98        | 20.21        | 20.21        | 20.08        | 15.96        | 16.98        | 17.36        | 17.49        | 17.62        | 17.75        |
| Travel Time Between Individuals                     | 1.51         | -            | -            | -            | 1.01         | 1.51         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.63         | 0.63         | 0.63         | 0.63         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 2.52         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.50         | 0.52         | 0.52         | 0.65         | -            | 0.50         | 1.27         | 1.14         | 1.01         | 0.88         |
| Supervision and Other Employer Time                 | 0.69         | -            | -            | -            | 0.69         | 0.69         | 0.92         | 0.92         | 0.92         | 0.92         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.50         | -            | -            | -            | -            | 0.50         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                                |                                |                       |   |   |   |  |  |  |  |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|
| Work Activity Program, 1:15-19 | Work Activity Program, 1:10-14 | Work Activity Program | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Professional, Center/Facility-Based, 1:1 |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.48        | 19.62        | 19.76        | 14.21        | 13.52        | 13.24        | 15.71        | 15.03        | 14.48        | 16.82        |
| Travel Time Between Individuals                     | -            | -            | -            | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | -            |
| Program Set-Up/ Clean-Up                            | 0.69         | 0.69         | 0.69         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.83         | 0.69         | 0.55         | 2.06         | 2.75         | 3.03         | 1.38         | 2.06         | 2.61         | 2.48         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | -            | -            | -            | 1.65         | 1.65         | 1.65         | 0.83         | 0.83         | 0.83         | 1.65         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 35.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.87        | 18.00        | 18.13        | 13.16        | 12.52        | 12.27        | 14.55        | 13.92        | 13.41        | 15.57        |
| Travel Time Between Individuals                     | -            | -            | -            | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | -            |
| Program Set-Up/ Clean-Up                            | 0.63         | 0.63         | 0.63         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.76         | 0.63         | 0.50         | 1.91         | 2.55         | 2.80         | 1.28         | 1.91         | 2.42         | 2.30         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | 0.92         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | -            | -            | -            | 1.53         | 1.53         | 1.53         | 0.77         | 0.77         | 0.77         | 1.53         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:3 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:1 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:3 | Adaptive Skills Training, Professional,<br>1:1 | Adaptive Skills Training, Professional,<br>1:2 | Adaptive Skills Training, Professional,<br>1:3 | Adaptive Skills Training, Specialist,<br>1:1 | Adaptive Skills Training, Specialist,<br>1:2 |
|---|---|--|--|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 16.14        | 15.86        | 18.33        | 17.64        | 17.09        | 14.21        | 13.52        | 13.24        | 15.71        | 15.03        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.16         | 3.44         | 1.79         | 2.48         | 3.03         | 2.06         | 2.75         | 3.03         | 1.38         | 2.06         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 0.83         | 0.83         | 0.83         | 1.65         | 1.65         | 1.65         | 0.83         | 0.83         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 14.94        | 14.69        | 16.97        | 16.33        | 15.83        | 13.16        | 12.52        | 12.27        | 14.55        | 13.92        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.93         | 3.18         | 1.66         | 2.30         | 2.80         | 1.91         | 2.55         | 2.80         | 1.28         | 1.91         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 0.77         | 0.77         | 0.77         | 1.53         | 1.53         | 1.53         | 0.77         | 0.77         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Adaptive Skills Training, Specialist, 1:3 | Behavior Analyst, 1:1 | Behavior Analyst, 1:2 | Behavior Analyst, 1:3 | Associate Behavior Analyst, 1:1 | Associate Behavior Analyst, 1:2 | Associate Behavior Analyst, 1:3 | Behavior Management Assistant, 1:1 | Behavior Management Assistant, 1:2 | Behavior Management Assistant, 1:3 |
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 14.48        | 14.21        | 13.52        | 13.24        | 15.71        | 15.03        | 14.48        | 15.71        | 15.03        | 14.48        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.61         | 2.06         | 2.75         | 3.03         | 1.38         | 2.06         | 2.61         | 1.38         | 2.06         | 2.61         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 0.83         | 1.65         | 1.65         | 1.65         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 13.41        | 13.16        | 12.52        | 12.27        | 14.55        | 13.92        | 13.41        | 14.55        | 13.92        | 13.41        |
| Travel Time Between Individuals                     | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.42         | 1.91         | 2.55         | 2.80         | 1.28         | 1.91         | 2.42         | 1.28         | 1.91         | 2.42         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 0.77         | 1.53         | 1.53         | 1.53         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |                                     |                                     |                                     |  |  |  |   |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|
| Behavior Technician -<br>Paraprofessional, 1:1 | Behavior Technician -<br>Paraprofessional, 1:2 | Behavior Technician -<br>Paraprofessional, 1:3 | Behavior Management Consultant, 1:1 | Behavior Management Consultant, 1:2 | Behavior Management Consultant, 1:3 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:1 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:2 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:3 | Infant Development Program, Early<br>Intervention Assistant, Home and<br>Community-Based, 1:1 |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 15.04        | 14.36        | 13.81        | 14.21        | 13.52        | 13.24        | 14.06        | 13.38        | 12.83        | 15.21        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.38         | 2.06         | 2.61         | 2.06         | 2.75         | 3.03         | 1.38         | 2.06         | 2.61         | 1.38         |
| Supervision and Other Employer Time                 | 2.00         | 2.00         | 2.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 1.00         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | -            | -            | -            | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 50.00 | 50.00 | 50.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 13.59        | 12.98        | 12.48        | 13.16        | 12.52        | 12.27        | 13.02        | 12.39        | 11.88        | 13.95        |
| Travel Time Between Individuals                     | 2.74         | 2.74         | 2.74         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.78         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.25         | 1.86         | 2.36         | 1.91         | 2.55         | 2.80         | 1.28         | 1.91         | 2.42         | 1.27         |
| Supervision and Other Employer Time                 | 1.81         | 1.81         | 1.81         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.92         |
| Missed Appointments (not redirected to other tasks) | 0.50         | 0.50         | 0.50         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.50         |
| Collateral contacts (not billable)                  | -            | -            | -            | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 0.77         | 0.77         | 0.77         | 0.76         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:1 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:2 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:2 |
|---|---|--|--|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 14.53        | 13.98        | 16.73        | 16.39        | 16.11        | 13.38        | 12.69        | 12.41        | 13.38        | 12.69        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.06         | 2.61         | 0.69         | 1.03         | 1.31         | 2.06         | 2.75         | 3.03         | 2.06         | 2.75         |
| Supervision and Other Employer Time                 | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | -            | -            | -            | -            | -            | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | -            | -            | -            | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 13.33        | 12.83        | 15.35        | 15.04        | 14.78        | 12.39        | 11.75        | 11.50        | 12.39        | 11.75        |
| Travel Time Between Individuals                     | 2.78         | 2.78         | 2.78         | 2.78         | 2.78         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.89         | 2.39         | 0.63         | 0.94         | 1.20         | 1.91         | 2.55         | 2.80         | 1.91         | 2.55         |
| Supervision and Other Employer Time                 | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | 0.76         | 0.76         | -            | -            | -            | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |   |   |   |  |  |  |   |   |   |
|--|---|---|---|--|--|--|---|---|---|
| Infant Development Program,<br>PT/OT/SLP Assistant, Home and<br>Community-Based, 1:3 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:1 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:2 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:3 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:1 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:2 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:3 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:1 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:2 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:3 |
|--|---|---|---|--|--|--|---|---|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 12.41        | 13.38        | 12.69        | 12.41        | 13.38        | 12.69        | 12.41        | 13.38        | 12.69        | 12.41        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.03         | 2.06         | 2.75         | 3.03         | 2.06         | 2.75         | 3.03         | 2.06         | 2.75         | 3.03         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 11.50        | 12.39        | 11.75        | 11.50        | 12.39        | 11.75        | 11.50        | 12.39        | 11.75        | 11.50        |
| Travel Time Between Individuals                     | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.80         | 1.91         | 2.55         | 2.80         | 1.91         | 2.55         | 2.80         | 1.91         | 2.55         | 2.80         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |   |   |   |  |  |  |   |
|--|--|--|---|---|---|--|--|--|---|
| Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:3 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:1 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:2 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:3 | Infant Development Program, Social Worker, Home and Community-Based, 1:1 | Infant Development Program, Social Worker, Home and Community-Based, 1:2 | Infant Development Program, Social Worker, Home and Community-Based, 1:3 | Infant Development Program, Psychologist, Home and Community-Based, 1:1 |
|--|--|--|---|---|---|--|--|--|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 13.38        | 12.69        | 12.41        | 13.38        | 12.69        | 12.41        | 13.38        | 12.69        | 12.41        | 13.38        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         | 3.03         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.06         | 2.75         | 3.03         | 2.06         | 2.75         | 3.03         | 2.06         | 2.75         | 3.03         | 2.06         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 12.39        | 11.75        | 11.50        | 12.39        | 11.75        | 11.50        | 12.39        | 11.75        | 11.50        | 12.39        |
| Travel Time Between Individuals                     | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         | 2.80         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.91         | 2.55         | 2.80         | 1.91         | 2.55         | 2.80         | 1.91         | 2.55         | 2.80         | 1.91         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |  |  |  |   |   |
|---|---|---|---|---|--|--|--|---|---|
| Infant Development Program, Psychologist, Home and Community-Based, 1:2 | Infant Development Program, Psychologist, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:2 |
|---|---|---|---|---|--|--|--|---|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 12.69        | 12.41        | 17.36        | 16.68        | 16.13        | 17.82        | 17.14        | 16.59        | 19.34        | 19.00        |
| Travel Time Between Individuals                     | 3.03         | 3.03         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.69         | 0.69         | 0.69         | 0.69         | 0.69         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.75         | 3.03         | 1.38         | 2.06         | 2.61         | 1.38         | 2.06         | 2.61         | 0.69         | 1.03         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 1.00         | 1.00         | 1.00         | 1.00         | 1.00         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.28         | 0.28         | 0.28         | 0.28         | 0.28         | 0.28         | 0.28         | 0.28         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 35.00 | 35.00 | 35.00 | 35.00 | 35.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 11.75        | 11.50        | 16.07        | 15.44        | 14.93        | 16.34        | 15.72        | 15.22        | 17.74        | 17.43        |
| Travel Time Between Individuals                     | 2.80         | 2.80         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.63         | 0.63         | 0.63         | 0.63         | 0.63         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.55         | 2.80         | 1.28         | 1.91         | 2.42         | 1.27         | 1.89         | 2.39         | 0.63         | 0.94         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.92         | 0.92         | 0.92         | 0.92         | 0.92         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.26         | 0.26         | 0.26         | 0.26         | 0.26         | 0.26         | 0.26         | 0.26         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.76         | 0.76         | 0.76         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Audiologist, Center/Facility-Based, 1:1 | Infant Development Program, Audiologist, Center/Facility-Based, 1:2 | Infant Development Program, Audiologist, Center/Facility-Based, 1:3 |
|---|---|---|---|---|---|---|---|---|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.72        | 15.99        | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.69         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.31         | 2.48         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         |
| Supervision and Other Employer Time                 | 1.00         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.28         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | -            | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | -            | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 35.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.17        | 14.80        | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.63         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.20         | 2.30         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         |
| Supervision and Other Employer Time                 | 0.92         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.26         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | -            | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | -            | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |  |  |  |   |
|---|---|---|---|---|---|--|--|--|---|
| Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:1 | Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:2 | Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:3 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:1 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:3 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:1 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:2 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:3 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:1 |
|---|---|---|---|---|---|--|--|--|---|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 15.99        | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        | 15.99        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.48         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         | 2.48         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 14.80        | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        | 14.80        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.30         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         | 2.30         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|
| Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:3 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:1 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:2 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:3 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:1 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:2 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:3 |
|---|---|--|--|--|--|--|--|

**Base Model Assumptions for 'Typical' Week; PT Employees**

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        | 15.99        | 15.31        | 15.03        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         | 2.48         | 3.16         | 3.44         |
| Supervision and Other Employer Time                 | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| Missed Appointments (not redirected to other tasks) | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         | 0.55         |
| Collateral Contacts (not billable)                  | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         | 1.65         |
| Interdisciplinary team case reviews/planning        | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         | 0.83         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**Annual Hours for Training and PTO**

|               |       |       |       |       |       |       |       |       |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Training      | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 |
| Paid time off | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 |

**Base Model Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        | 14.80        | 14.17        | 13.92        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         | 2.30         | 2.93         | 3.18         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Collateral contacts (not billable)                  | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         | 1.53         |
| Interdisciplinary team case reviews/planning        | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         | 1.15         |
| <b>Total</b>  | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> | <b>22.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Personal Assistance, 1:1 | Personal Assistance, 1:2 | Personal Assistance, 1:3 | Participant-Directed Personal Assistance, 1:1 | Participant-Directed Personal Assistance, 1:2 | Participant-Directed Personal Assistance, 1:3 | Parent Coordinated Personal Assistance, 1:1 | Parent Coordinated Personal Assistance, 1:2 | Parent Coordinated Personal Assistance, 1:3 | Independent Living Program, 1:1 |
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.83        | 28.44        | 28.25        | 31.05        | 30.75        | 30.56        | 31.05        | 30.75        | 30.56        | 26.70        |
| Travel Time Between Individuals                     | 0.58         | 0.58         | 0.58         | -            | -            | -            | -            | -            | -            | 2.32         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.58         | 0.97         | 1.16         | 0.39         | 0.69         | 0.88         | 0.39         | 0.69         | 0.88         | 0.97         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.89        | 28.50        | 28.31        | 31.05        | 30.75        | 30.56        | 31.05        | 30.75        | 30.56        | 26.91        |
| Travel Time Between Individuals                     | 0.52         | 0.52         | 0.52         | -            | -            | -            | -            | -            | -            | 2.09         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.58         | 0.97         | 1.16         | 0.39         | 0.69         | 0.88         | 0.39         | 0.69         | 0.88         | 0.98         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | 0.91         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Personal Assistance, 1:1 | Personal Assistance, 1:2 | Personal Assistance, 1:3 | Participant-Directed Personal Assistance, 1:1 | Participant-Directed Personal Assistance, 1:2 | Participant-Directed Personal Assistance, 1:3 | Parent Coordinated Personal Assistance, 1:1 | Parent Coordinated Personal Assistance, 1:2 | Parent Coordinated Personal Assistance, 1:3 | Independent Living Program, 1:1 |
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|
|--------------------------|--------------------------|--------------------------|---|---|---|---|---|---|---------------------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.80        | 28.41        | 28.22        | 31.05        | 30.75        | 30.56        | 31.05        | 30.75        | 30.56        | 26.58        |
| Travel Time Between Individuals                     | 0.61         | 0.61         | 0.61         | -            | -            | -            | -            | -            | -            | 2.44         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.58         | 0.97         | 1.16         | 0.39         | 0.69         | 0.88         | 0.39         | 0.69         | 0.88         | 0.97         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.68        | 28.29        | 28.11        | 31.05        | 30.75        | 30.56        | 31.05        | 30.75        | 30.56        | 26.16        |
| Travel Time Between Individuals                     | 0.73         | 0.73         | 0.73         | -            | -            | -            | -            | -            | -            | 2.90         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.58         | 0.97         | 1.15         | 0.39         | 0.69         | 0.88         | 0.39         | 0.69         | 0.88         | 0.95         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | 0.88         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.12         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Independent Living Program, 1:2 | Independent Living Program, 1:3 | Participant-Directed Independent Living, 1:1 | Participant-Directed Independent Living, 1:2 | Participant-Directed Independent Living, 1:3 | Independent Living Specialist, 1:1 | Independent Living Specialist, 1:2 | Independent Living Specialist, 1:3 | Parent Coordinated Supported Living, 1:1 | Parent Coordinated Supported Living, 1:2 |
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.13        | 25.73        | 31.05        | 30.75        | 30.56        | 27.60        | 27.03        | 26.63        | 31.05        | 30.75        |
| Travel Time Between Individuals                     | 2.32         | 2.32         | -            | -            | -            | 2.32         | 2.32         | 2.32         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.54         | 1.94         | 0.39         | 0.69         | 0.88         | 0.97         | 1.54         | 1.94         | 0.39         | 0.69         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.34        | 25.93        | 31.05        | 30.75        | 30.56        | 27.82        | 27.25        | 26.84        | 31.05        | 30.75        |
| Travel Time Between Individuals                     | 2.09         | 2.09         | -            | -            | -            | 2.09         | 2.09         | 2.09         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.55         | 1.96         | 0.39         | 0.69         | 0.88         | 0.98         | 1.55         | 1.96         | 0.39         | 0.69         |
| Supervision and Other Employer Time                 | 0.91         | 0.91         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Independent Living Program, 1:2 | Independent Living Program, 1:3 | Participant-Directed Independent Living, 1:1 | Participant-Directed Independent Living, 1:2 | Participant-Directed Independent Living, 1:3 | Independent Living Specialist, 1:1 | Independent Living Specialist, 1:2 | Independent Living Specialist, 1:3 | Parent Coordinated Supported Living, 1:1 | Parent Coordinated Supported Living, 1:2 |
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|
|---------------------------------|---------------------------------|--|--|--|------------------------------------|------------------------------------|------------------------------------|--|--|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.02        | 25.62        | 31.05        | 30.75        | 30.56        | 27.48        | 26.92        | 26.52        | 31.05        | 30.75        |
| Travel Time Between Individuals                     | 2.44         | 2.44         | -            | -            | -            | 2.44         | 2.44         | 2.44         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.53         | 1.93         | 0.39         | 0.69         | 0.88         | 0.97         | 1.53         | 1.93         | 0.39         | 0.69         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.60        | 25.21        | 31.05        | 30.75        | 30.56        | 27.04        | 26.48        | 26.09        | 31.05        | 30.75        |
| Travel Time Between Individuals                     | 2.90         | 2.90         | -            | -            | -            | 2.90         | 2.90         | 2.90         | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.51         | 1.90         | 0.39         | 0.69         | 0.88         | 0.95         | 1.51         | 1.90         | 0.39         | 0.69         |
| Supervision and Other Employer Time                 | 0.88         | 0.88         | -            | -            | -            | -            | -            | -            | -            | -            |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Parent Coordinated Supported Living,<br>1:3 | Supported Living Services, 1:1 | Supported Living Services, 1:2 | Supported Living Services, 1:3 | Parenting Support Services, 1:1 | Parenting Support Services, 1:2 | Parenting Support Services, 1:3 | Respite, 1:1 | Respite, 1:2 | Respite, 1:3 |
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.56        | 30.58        | 30.19        | 29.99        | 28.06        | 27.48        | 27.09        | 29.02        | 28.73        | 28.55        |
| Travel Time Between Individuals                     | -            | 0.58         | 0.58         | 0.58         | 1.16         | 1.16         | 1.16         | 0.58         | 0.58         | 0.58         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.88         | 0.58         | 0.97         | 1.17         | 0.77         | 1.35         | 1.74         | 0.39         | 0.68         | 0.86         |
| Supervision and Other Employer Time                 | -            | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>36.35</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.56        | 30.64        | 30.25        | 30.05        | 28.18        | 27.59        | 27.20        | 29.08        | 28.79        | 28.61        |
| Travel Time Between Individuals                     | -            | 0.52         | 0.52         | 0.52         | 1.04         | 1.04         | 1.04         | 0.52         | 0.52         | 0.52         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.88         | 0.58         | 0.97         | 1.17         | 0.77         | 1.36         | 1.75         | 0.39         | 0.68         | 0.86         |
| Supervision and Other Employer Time                 | -            | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>36.35</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Parent Coordinated Supported Living,<br>1:3 | Supported Living Services, 1:1 | Supported Living Services, 1:2 | Supported Living Services, 1:3 | Parenting Support Services, 1:1 | Parenting Support Services, 1:2 | Parenting Support Services, 1:3 | Respite, 1:1 | Respite, 1:2 | Respite, 1:3 |
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------------------------|--------------|--------------|--------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.56        | 30.55        | 30.16        | 29.96        | 28.00        | 27.42        | 27.03        | 28.99        | 28.70        | 28.52        |
| Travel Time Between Individuals                     | -            | 0.61         | 0.61         | 0.61         | 1.22         | 1.22         | 1.22         | 0.61         | 0.61         | 0.61         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.88         | 0.58         | 0.97         | 1.17         | 0.77         | 1.35         | 1.74         | 0.39         | 0.68         | 0.86         |
| Supervision and Other Employer Time                 | -            | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>36.35</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 30.56        | 30.43        | 30.04        | 29.85        | 27.79        | 27.21        | 26.83        | 28.87        | 28.58        | 28.40        |
| Travel Time Between Individuals                     | -            | 0.73         | 0.73         | 0.73         | 1.45         | 1.45         | 1.45         | 0.73         | 0.73         | 0.73         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.88         | 0.58         | 0.97         | 1.16         | 0.76         | 1.34         | 1.72         | 0.39         | 0.68         | 0.86         |
| Supervision and Other Employer Time                 | -            | 0.90         | 0.90         | 0.90         | 0.89         | 0.89         | 0.89         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>36.35</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|              |              |                                   |                                   |                                   |                                   |                                   |                     |                     |                     |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|
| Respite, 1:4 | Respite, 1:5 | Participant-Directed Respite, 1:1 | Participant-Directed Respite, 1:2 | Participant-Directed Respite, 1:3 | Participant-Directed Respite, 1:4 | Participant-Directed Respite, 1:5 | Tutor Services, 1:1 | Tutor Services, 1:2 | Tutor Services, 1:3 |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.36        | 28.17        | 31.05        | 30.75        | 30.56        | 30.26        | 30.00        | 27.35        | 26.77        | 26.38        |
| Travel Time Between Individuals                     | 0.58         | 0.58         | -            | -            | -            | -            | -            | 2.32         | 2.32         | 2.32         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.05         | 1.24         | 0.39         | 0.69         | 0.88         | 1.01         | 1.27         | 0.77         | 1.35         | 1.74         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.29         | 0.29         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.42        | 28.23        | 31.05        | 30.75        | 30.56        | 30.26        | 30.00        | 27.57        | 26.99        | 26.60        |
| Travel Time Between Individuals                     | 0.52         | 0.52         | -            | -            | -            | -            | -            | 2.09         | 2.09         | 2.09         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.05         | 1.24         | 0.39         | 0.69         | 0.88         | 1.01         | 1.27         | 0.78         | 1.36         | 1.75         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.29         | 0.29         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|              |              |                                   |                                   |                                   |                                   |                                   |                     |                     |                     |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|
| Respite, 1:4 | Respite, 1:5 | Participant-Directed Respite, 1:1 | Participant-Directed Respite, 1:2 | Participant-Directed Respite, 1:3 | Participant-Directed Respite, 1:4 | Participant-Directed Respite, 1:5 | Tutor Services, 1:1 | Tutor Services, 1:2 | Tutor Services, 1:3 |
|--------------|--------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|---------------------|---------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.33        | 28.14        | 31.05        | 30.75        | 30.56        | 30.26        | 30.00        | 27.23        | 26.66        | 26.27        |
| Travel Time Between Individuals                     | 0.61         | 0.61         | -            | -            | -            | -            | -            | 2.44         | 2.44         | 2.44         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.05         | 1.24         | 0.39         | 0.69         | 0.88         | 1.01         | 1.27         | 0.77         | 1.34         | 1.73         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.29         | 0.29         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.22        | 28.03        | 31.05        | 30.75        | 30.56        | 30.26        | 30.00        | 26.80        | 26.23        | 25.85        |
| Travel Time Between Individuals                     | 0.73         | 0.73         | -            | -            | -            | -            | -            | 2.90         | 2.90         | 2.90         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.04         | 1.23         | 0.39         | 0.69         | 0.88         | 1.01         | 1.27         | 0.75         | 1.32         | 1.70         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | -            | -            | -            | -            | -            | 0.44         | 0.44         | 0.44         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.29         | 0.29         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated | Residential Facility - Owner Operated | Residential Facility, Level 7 | Residential Facility for Persons with Special Health Care Needs | Supplemental Residential Prog. Supp. | Day Services, 1:10 | Day Services, 1:9 | Day Services, 1:8 |
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.73        | 29.99        | 31.74        | 31.74        | 38.58        | 38.30        | 29.99        | 26.70        | 26.90        | 27.08        |
| Travel Time Between Individuals                     | 2.37         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 2.32         | 2.12         | 1.94         |
| Supervision and Other Employer Time                 | 0.46         | 0.90         | 0.90         | 0.90         | 0.90         | 0.89         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | -            | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>44.00</b> | <b>44.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.97        | 29.99        | 31.74        | 31.74        | 38.58        | 38.30        | 29.99        | 26.70        | 26.90        | 27.08        |
| Travel Time Between Individuals                     | 2.13         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 2.32         | 2.12         | 1.94         |
| Supervision and Other Employer Time                 | 0.46         | 0.90         | 0.90         | 0.90         | 0.90         | 0.89         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | -            | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>44.00</b> | <b>44.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Housekeeping | Supplemental Prog. Supp. - Other Svcs | Residential Facility - Staff Operated | Residential Facility - Owner Operated | Residential Facility, Level 7 | Residential Facility for Persons with Special Health Care Needs | Supplemental Residential Prog. Supp. | Day Services, 1:10 | Day Services, 1:9 | Day Services, 1:8 |
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|
|--------------|---------------------------------------|---------------------------------------|---------------------------------------|-------------------------------|---|--------------------------------------|--------------------|-------------------|-------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.61        | 29.99        | 31.74        | 31.74        | 38.58        | 38.30        | 29.99        | 26.70        | 26.90        | 27.08        |
| Travel Time Between Individuals                     | 2.49         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 2.32         | 2.12         | 1.94         |
| Supervision and Other Employer Time                 | 0.46         | 0.90         | 0.90         | 0.90         | 0.90         | 0.89         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | -            | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>44.00</b> | <b>44.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 28.15        | 29.99        | 31.74        | 31.74        | 38.58        | 38.30        | 29.99        | 26.70        | 26.90        | 27.08        |
| Travel Time Between Individuals                     | 2.96         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | -            | -            | -            | -            | -            | -            | -            | 2.32         | 2.12         | 1.94         |
| Supervision and Other Employer Time                 | 0.45         | 0.90         | 0.90         | 0.90         | 0.90         | 0.89         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | -            | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>36.35</b> | <b>36.35</b> | <b>44.00</b> | <b>44.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                   |                   |                   |                   |                   |                   |                              |                              |                           |                           |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|
| Day Services, 1:7 | Day Services, 1:6 | Day Services, 1:5 | Day Services, 1:4 | Day Services, 1:3 | Day Services, 1:2 | Behavioral Day Services, 1:3 | Behavioral Day Services, 1:2 | Medical Day Services, 1:3 | Medical Day Services, 1:2 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.28        | 27.48        | 27.67        | 28.05        | 28.05        | 28.25        | 26.90        | 27.09        | 26.90        | 27.09        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.96         | 0.96         | 0.96         | 0.96         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.74         | 1.54         | 1.35         | 0.97         | 0.97         | 0.77         | 0.96         | 0.77         | 0.96         | 0.77         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 1.78         | 1.78         | 1.78         | 1.78         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.28        | 27.48        | 27.67        | 28.05        | 28.05        | 28.25        | 26.90        | 27.09        | 26.90        | 27.09        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.96         | 0.96         | 0.96         | 0.96         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.74         | 1.54         | 1.35         | 0.97         | 0.97         | 0.77         | 0.96         | 0.77         | 0.96         | 0.77         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 1.78         | 1.78         | 1.78         | 1.78         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|                   |                   |                   |                   |                   |                   |                              |                              |                           |                           |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|
| Day Services, 1:7 | Day Services, 1:6 | Day Services, 1:5 | Day Services, 1:4 | Day Services, 1:3 | Day Services, 1:2 | Behavioral Day Services, 1:3 | Behavioral Day Services, 1:2 | Medical Day Services, 1:3 | Medical Day Services, 1:2 |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------------|------------------------------|---------------------------|---------------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.28        | 27.48        | 27.67        | 28.05        | 28.05        | 28.25        | 26.90        | 27.09        | 26.90        | 27.09        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.96         | 0.96         | 0.96         | 0.96         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.74         | 1.54         | 1.35         | 0.97         | 0.97         | 0.77         | 0.96         | 0.77         | 0.96         | 0.77         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 1.78         | 1.78         | 1.78         | 1.78         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.28        | 27.48        | 27.67        | 28.05        | 28.05        | 28.25        | 26.90        | 27.09        | 26.90        | 27.09        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         | 0.96         | 0.96         | 0.96         | 0.96         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.74         | 1.54         | 1.35         | 0.97         | 0.97         | 0.77         | 0.96         | 0.77         | 0.96         | 0.77         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 1.78         | 1.78         | 1.78         | 1.78         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.96         | 0.96         | 0.96         | 0.96         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| In-home/Mobile Day Program, 1:3 | In-home/Mobile Day Program, 1:2 | In-home/Mobile Day Program, 1:1 | Participant-Directed Community-Based Training, 1:3 | Participant-Directed Community-Based Training, 1:2 | Participant-Directed Community-Based Training, 1:1 | Supplemental Day Program Support | Transportation, Company | Transportation, Additional Component | Transportation Assistant |
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.02        | 29.22        | 28.45        | 30.45        | 30.65        | 30.65        | 29.99        | 29.99        | 29.99        | 28.45        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.97         | 0.77         | 0.77         | 0.99         | 0.79         | 0.79         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.77         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.54         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.02        | 29.22        | 28.45        | 30.45        | 30.65        | 30.65        | 29.99        | 29.99        | 29.99        | 28.60        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.97         | 0.77         | 0.77         | 0.99         | 0.79         | 0.79         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.77         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.39         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| In-home/Mobile Day Program, 1:3 | In-home/Mobile Day Program, 1:2 | In-home/Mobile Day Program, 1:1 | Participant-Directed Community-Based Training, 1:3 | Participant-Directed Community-Based Training, 1:2 | Participant-Directed Community-Based Training, 1:1 | Supplemental Day Program Support | Transportation, Company | Transportation, Additional Component | Transportation Assistant |
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|
|---------------------------------|---------------------------------|---------------------------------|--|--|--|----------------------------------|-------------------------|--------------------------------------|--------------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.02        | 29.22        | 28.45        | 30.45        | 30.65        | 30.65        | 29.99        | 29.99        | 29.99        | 28.37        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.97         | 0.77         | 0.77         | 0.99         | 0.79         | 0.79         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.77         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.62         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 29.02        | 29.22        | 28.45        | 30.45        | 30.65        | 30.65        | 29.99        | 29.99        | 29.99        | 28.06        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | 0.00         | -            | -            | 0.00         | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.97         | 0.77         | 0.77         | 0.99         | 0.79         | 0.79         | -            | -            | -            | -            |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | -            | -            | -            | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | 0.77         | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | 1.93         |
| Training  | 0.67         | 0.67         | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Supported Employment-Group | Participant-Directed Supported Employment, 1:1 | Participant-Directed Supported Employment, 1:2 | Participant-Directed Supported Employment, 1:3 | Supported Employment-Individual, Job Development | Supported Employment-Individual, Job Coaching | Work Activity Program, 1:35+ | Work Activity Program, 1:30-34 | Work Activity Program, 1:25-29 | Work Activity Program, 1:20-24 |
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.35        | 30.65        | 30.65        | 30.45        | 24.81        | 26.35        | 27.08        | 27.28        | 27.48        | 27.67        |
| Travel Time Between Individuals                     | 2.32         | -            | -            | -            | 1.54         | 2.32         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 3.86         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.77         | 0.79         | 0.79         | 0.99         | -            | 0.77         | 1.94         | 1.74         | 1.54         | 1.35         |
| Supervision and Other Employer Time                 | 0.68         | -            | -            | -            | 0.68         | 0.68         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.77         | -            | -            | -            | -            | 0.77         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.55        | 30.65        | 30.65        | 30.45        | 24.94        | 26.55        | 27.08        | 27.28        | 27.48        | 27.67        |
| Travel Time Between Individuals                     | 2.09         | -            | -            | -            | 1.39         | 2.09         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 3.88         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.78         | 0.79         | 0.79         | 0.99         | -            | 0.78         | 1.94         | 1.74         | 1.54         | 1.35         |
| Supervision and Other Employer Time                 | 0.69         | -            | -            | -            | 0.68         | 0.69         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.78         | -            | -            | -            | -            | 0.78         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Supported Employment-Group | Participant-Directed Supported Employment, 1:1 | Participant-Directed Supported Employment, 1:2 | Participant-Directed Supported Employment, 1:3 | Supported Employment-Individual, Job Development | Supported Employment-Individual, Job Coaching | Work Activity Program, 1:35+ | Work Activity Program, 1:30-34 | Work Activity Program, 1:25-29 | Work Activity Program, 1:20-24 |
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|
|----------------------------|--|--|--|--|---|------------------------------|--------------------------------|--------------------------------|--------------------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.23        | 30.65        | 30.65        | 30.45        | 24.74        | 26.23        | 27.08        | 27.28        | 27.48        | 27.67        |
| Travel Time Between Individuals                     | 2.44         | -            | -            | -            | 1.62         | 2.44         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 3.85         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.77         | 0.79         | 0.79         | 0.99         | -            | 0.77         | 1.94         | 1.74         | 1.54         | 1.35         |
| Supervision and Other Employer Time                 | 0.68         | -            | -            | -            | 0.68         | 0.68         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.77         | -            | -            | -            | -            | 0.77         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.82        | 30.65        | 30.65        | 30.45        | 24.48        | 25.82        | 27.08        | 27.28        | 27.48        | 27.67        |
| Travel Time Between Individuals                     | 2.90         | -            | -            | -            | 1.93         | 2.90         | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | 3.81         | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 0.75         | 0.79         | 0.79         | 0.99         | -            | 0.75         | 1.94         | 1.74         | 1.54         | 1.35         |
| Supervision and Other Employer Time                 | 0.67         | -            | -            | -            | 0.67         | 0.67         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Collateral contacts (not billable)                  | 0.75         | -            | -            | -            | -            | 0.75         | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.12         | 0.12         | 0.12         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Work Activity Program, 1:15-19 | Work Activity Program, 1:10-14 | Work Activity Program | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Professional, Center/Facility-Based, 1:1 |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.86        | 28.05        | 28.25        | 23.40        | 22.28        | 21.83        | 22.45        | 21.49        | 20.71        | 27.64        |
| Travel Time Between Individuals                     | -            | -            | -            | 4.91         | 4.91         | 4.91         | 4.28         | 4.28         | 4.28         | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.16         | 0.97         | 0.77         | 3.34         | 4.46         | 4.91         | 1.95         | 2.91         | 3.69         | 4.01         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.68         | 2.68         | 2.68         | 1.17         | 1.17         | 1.17         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.86        | 28.05        | 28.25        | 23.78        | 22.64        | 22.18        | 22.81        | 21.83        | 21.04        | 27.64        |
| Travel Time Between Individuals                     | -            | -            | -            | 4.42         | 4.42         | 4.42         | 3.85         | 3.85         | 3.85         | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.16         | 0.97         | 0.77         | 3.39         | 4.53         | 4.99         | 1.98         | 2.96         | 3.75         | 4.01         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.90         | 0.90         | 0.90         | 0.79         | 0.79         | 0.79         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.72         | 2.72         | 2.72         | 1.19         | 1.19         | 1.19         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Work Activity Program, 1:15-19 | Work Activity Program, 1:10-14 | Work Activity Program | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Professional, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:1 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:2 | Specialized Therapeutic Services, Assistant, Home and Community-Based, 1:3 | Specialized Therapeutic Services, Professional, Center/Facility-Based, 1:1 |
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|
|--------------------------------|--------------------------------|-----------------------|---|---|---|--|--|--|--|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.86        | 28.05        | 28.25        | 23.21        | 22.10        | 21.65        | 22.28        | 21.32        | 20.55        | 27.64        |
| Travel Time Between Individuals                     | -            | -            | -            | 5.16         | 5.16         | 5.16         | 4.49         | 4.49         | 4.49         | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.16         | 0.97         | 0.77         | 3.31         | 4.42         | 4.87         | 1.93         | 2.89         | 3.66         | 4.01         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.88         | 0.88         | 0.88         | 0.77         | 0.77         | 0.77         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.66         | 2.66         | 2.66         | 1.16         | 1.16         | 1.16         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 27.86        | 28.05        | 28.25        | 22.47        | 21.40        | 20.97        | 21.56        | 20.64        | 19.89        | 27.64        |
| Travel Time Between Individuals                     | -            | -            | -            | 6.14         | 6.14         | 6.14         | 5.35         | 5.35         | 5.35         | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | 0.97         | 0.97         | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.16         | 0.97         | 0.77         | 3.21         | 4.28         | 4.71         | 1.87         | 2.79         | 3.54         | 4.01         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.45         |
| Missed Appointments (not redirected to other tasks) | -            | -            | -            | 0.85         | 0.85         | 0.85         | 0.75         | 0.75         | 0.75         | 0.89         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.57         | 2.57         | 2.57         | 1.12         | 1.12         | 1.12         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:3 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:1 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:3 | Adaptive Skills Training, Professional,<br>1:1 | Adaptive Skills Training, Professional,<br>1:2 | Adaptive Skills Training, Professional,<br>1:3 | Adaptive Skills Training, Specialist,<br>1:1 | Adaptive Skills Training, Specialist,<br>1:2 |
|---|---|--|--|--|--|--|--|--|--|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.52        | 26.08        | 26.15        | 25.18        | 24.40        | 23.40        | 22.28        | 21.83        | 25.85        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 2.53         | 3.50         | 4.28         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 1.17         | 1.17         | 1.17         | 2.68         | 2.68         | 2.68         | 1.34         | 1.34         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.52        | 26.08        | 26.15        | 25.18        | 24.40        | 23.78        | 22.64        | 22.18        | 26.26        | 25.14        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 2.53         | 3.50         | 4.28         | 3.39         | 4.53         | 4.99         | 2.27         | 3.39         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 1.17         | 1.17         | 1.17         | 2.72         | 2.72         | 2.72         | 1.36         | 1.36         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Professional, Center/Facility-Based, 1:3 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:1 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:2 | Specialized Therapeutic Services,<br>Assistant, Center/Facility-Based, 1:3 | Adaptive Skills Training, Professional,<br>1:1 | Adaptive Skills Training, Professional,<br>1:2 | Adaptive Skills Training, Professional,<br>1:3 | Adaptive Skills Training, Specialist,<br>1:1 | Adaptive Skills Training, Specialist,<br>1:2 |
|---|---|--|--|--|--|--|--|--|--|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.52        | 26.08        | 26.15        | 25.18        | 24.40        | 23.21        | 22.10        | 21.65        | 25.64        | 24.54        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 2.53         | 3.50         | 4.28         | 3.31         | 4.42         | 4.87         | 2.21         | 3.31         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 1.17         | 1.17         | 1.17         | 2.66         | 2.66         | 2.66         | 1.33         | 1.33         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.52        | 26.08        | 26.15        | 25.18        | 24.40        | 22.47        | 21.40        | 20.97        | 24.82        | 23.75        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 2.53         | 3.50         | 4.28         | 3.21         | 4.28         | 4.71         | 2.14         | 3.21         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 1.17         | 1.17         | 1.17         | 2.57         | 2.57         | 2.57         | 1.29         | 1.29         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Adaptive Skills Training, Specialist, 1:3 | Behavior Analyst, 1:1 | Behavior Analyst, 1:2 | Behavior Analyst, 1:3 | Associate Behavior Analyst, 1:1 | Associate Behavior Analyst, 1:2 | Associate Behavior Analyst, 1:3 | Behavior Management Assistant, 1:1 | Behavior Management Assistant, 1:2 | Behavior Management Assistant, 1:3 |
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 23.84        | 23.40        | 22.28        | 21.83        | 25.85        | 24.74        | 23.84        | 25.85        | 24.74        | 23.84        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.24         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 2.23         | 3.34         | 4.24         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 1.34         | 2.68         | 2.68         | 2.68         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 24.22        | 23.78        | 22.64        | 22.18        | 26.26        | 25.14        | 24.22        | 26.26        | 25.14        | 24.22        |
| Travel Time Between Individuals                     | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.31         | 3.39         | 4.53         | 4.99         | 2.27         | 3.39         | 4.31         | 2.27         | 3.39         | 4.31         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Collateral contacts (not billable)                  | 1.36         | 2.72         | 2.72         | 2.72         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Adaptive Skills Training, Specialist, 1:3 | Behavior Analyst, 1:1 | Behavior Analyst, 1:2 | Behavior Analyst, 1:3 | Associate Behavior Analyst, 1:1 | Associate Behavior Analyst, 1:2 | Associate Behavior Analyst, 1:3 | Behavior Management Assistant, 1:1 | Behavior Management Assistant, 1:2 | Behavior Management Assistant, 1:3 |
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|
|---|-----------------------|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 23.64        | 23.21        | 22.10        | 21.65        | 25.64        | 24.54        | 23.64        | 25.64        | 24.54        | 23.64        |
| Travel Time Between Individuals                     | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.21         | 3.31         | 4.42         | 4.87         | 2.21         | 3.31         | 4.21         | 2.21         | 3.31         | 4.21         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         |
| Collateral contacts (not billable)                  | 1.33         | 2.66         | 2.66         | 2.66         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 22.89        | 22.47        | 21.40        | 20.97        | 24.82        | 23.75        | 22.89        | 24.82        | 23.75        | 22.89        |
| Travel Time Between Individuals                     | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.07         | 3.21         | 4.28         | 4.71         | 2.14         | 3.21         | 4.07         | 2.14         | 3.21         | 4.07         |
| Supervision and Other Employer Time                 | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         |
| Missed Appointments (not redirected to other tasks) | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         |
| Collateral contacts (not billable)                  | 1.29         | 2.57         | 2.57         | 2.57         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |                                     |                                     |                                     |  |  |  |   |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|
| Behavior Technician -<br>Paraprofessional, 1:1 | Behavior Technician -<br>Paraprofessional, 1:2 | Behavior Technician -<br>Paraprofessional, 1:3 | Behavior Management Consultant, 1:1 | Behavior Management Consultant, 1:2 | Behavior Management Consultant, 1:3 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:1 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:2 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:3 | Infant Development Program, Early<br>Intervention Assistant, Home and<br>Community-Based, 1:1 |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.92        | 20.97        | 20.21        | 23.40        | 22.28        | 21.83        | 23.17        | 22.06        | 21.16        | 21.87        |
| Travel Time Between Individuals                     | 4.21         | 4.21         | 4.21         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.25         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.92         | 2.87         | 3.63         | 3.34         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 1.94         |
| Supervision and Other Employer Time                 | 1.78         | 1.78         | 1.78         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.90         |
| Missed Appointments (not redirected to other tasks) | 0.77         | 0.77         | 0.77         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.77         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.34         | 1.34         | 1.34         | 1.16         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 22.27        | 21.30        | 20.53        | 23.78        | 22.64        | 22.18        | 23.54        | 22.42        | 21.50        | 22.22        |
| Travel Time Between Individuals                     | 3.79         | 3.79         | 3.79         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 3.83         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.95         | 2.92         | 3.69         | 3.39         | 4.53         | 4.99         | 2.27         | 3.39         | 4.31         | 1.97         |
| Supervision and Other Employer Time                 | 1.81         | 1.81         | 1.81         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.91         |
| Missed Appointments (not redirected to other tasks) | 0.78         | 0.78         | 0.78         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.78         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.36         | 1.36         | 1.36         | 1.18         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |                                     |                                     |                                     |  |  |  |   |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|
| Behavior Technician -<br>Paraprofessional, 1:1 | Behavior Technician -<br>Paraprofessional, 1:2 | Behavior Technician -<br>Paraprofessional, 1:3 | Behavior Management Consultant, 1:1 | Behavior Management Consultant, 1:2 | Behavior Management Consultant, 1:3 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:1 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:2 | Infant Development Program, Early<br>Intervention Specialist, Home and<br>Community-Based, 1:3 | Infant Development Program, Early<br>Intervention Assistant, Home and<br>Community-Based, 1:1 |
|--|--|--|-------------------------------------|-------------------------------------|-------------------------------------|--|--|--|---|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.75        | 20.80        | 20.05        | 23.21        | 22.10        | 21.65        | 22.98        | 21.88        | 20.98        | 21.71        |
| Travel Time Between Individuals                     | 4.42         | 4.42         | 4.42         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 4.46         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.90         | 2.85         | 3.60         | 3.31         | 4.42         | 4.87         | 2.21         | 3.31         | 4.21         | 1.92         |
| Supervision and Other Employer Time                 | 1.77         | 1.77         | 1.77         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.89         |
| Missed Appointments (not redirected to other tasks) | 0.76         | 0.76         | 0.76         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.76         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.33         | 1.33         | 1.33         | 1.15         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.05        | 20.13        | 19.40        | 22.47        | 21.40        | 20.97        | 22.25        | 21.18        | 20.32        | 21.01        |
| Travel Time Between Individuals                     | 5.26         | 5.26         | 5.26         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 5.31         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.84         | 2.76         | 3.49         | 3.21         | 4.28         | 4.71         | 2.14         | 3.21         | 4.07         | 1.86         |
| Supervision and Other Employer Time                 | 1.71         | 1.71         | 1.71         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.86         |
| Missed Appointments (not redirected to other tasks) | 0.74         | 0.74         | 0.74         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.74         |
| Collateral contacts (not billable)                  | -            | -            | -            | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | -            |
| Interdisciplinary team case reviews/planning        | -            | -            | -            | -            | -            | -            | 1.29         | 1.29         | 1.29         | 1.11         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.96         | 0.96         | 0.96         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:1 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:2 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:2 |
|---|---|--|--|--|--|--|--|--|--|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.91        | 20.15        | 24.00        | 23.52        | 23.13        | 22.06        | 20.94        | 20.49        | 19.15        | 18.17        |
| Travel Time Between Individuals                     | 4.25         | 4.25         | 4.25         | 4.25         | 4.25         | 4.91         | 4.91         | 4.91         | 4.28         | 4.28         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.90         | 3.66         | 0.97         | 1.45         | 1.84         | 3.34         | 4.46         | 4.91         | 2.91         | 3.89         |
| Supervision and Other Employer Time                 | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.77         | 0.77         | 0.77         | 0.77         | 0.77         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         |
| Interdisciplinary team case reviews/planning        | 1.16         | 1.16         | -            | -            | -            | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.24        | 20.47        | 24.38        | 23.90        | 23.50        | 22.42        | 21.28        | 20.82        | 19.45        | 18.46        |
| Travel Time Between Individuals                     | 3.83         | 3.83         | 3.83         | 3.83         | 3.83         | 4.42         | 4.42         | 4.42         | 3.85         | 3.85         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.95         | 3.72         | 0.99         | 1.47         | 1.87         | 3.39         | 4.53         | 4.99         | 2.96         | 3.95         |
| Supervision and Other Employer Time                 | 0.91         | 0.91         | 0.91         | 0.91         | 0.91         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.78         | 0.78         | 0.78         | 0.78         | 0.78         | 0.90         | 0.90         | 0.90         | 0.79         | 0.79         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 2.72         | 2.72         | 2.72         | 2.38         | 2.38         |
| Interdisciplinary team case reviews/planning        | 1.18         | 1.18         | -            | -            | -            | 1.36         | 1.36         | 1.36         | 1.19         | 1.19         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|--|--|
| Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:1 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:2 | Infant Development Program, Early Intervention Technician, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:2 | Infant Development Program, PT/OT/SLP, Home and Community-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:2 |
|---|---|--|--|--|--|--|--|--|--|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.75        | 20.00        | 23.82        | 23.34        | 22.95        | 21.88        | 20.77        | 20.32        | 19.00        | 18.03        |
| Travel Time Between Individuals                     | 4.46         | 4.46         | 4.46         | 4.46         | 4.46         | 5.16         | 5.16         | 5.16         | 4.49         | 4.49         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.88         | 3.63         | 0.96         | 1.44         | 1.83         | 3.31         | 4.42         | 4.87         | 2.89         | 3.86         |
| Supervision and Other Employer Time                 | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.76         | 0.76         | 0.76         | 0.76         | 0.76         | 0.88         | 0.88         | 0.88         | 0.77         | 0.77         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 2.66         | 2.66         | 2.66         | 2.32         | 2.32         |
| Interdisciplinary team case reviews/planning        | 1.15         | 1.15         | -            | -            | -            | 1.33         | 1.33         | 1.33         | 1.16         | 1.16         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.09        | 19.36        | 23.05        | 22.59        | 22.21        | 21.18        | 20.11        | 19.68        | 18.39        | 17.45        |
| Travel Time Between Individuals                     | 5.31         | 5.31         | 5.31         | 5.31         | 5.31         | 6.14         | 6.14         | 6.14         | 5.35         | 5.35         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.78         | 3.51         | 0.93         | 1.39         | 1.77         | 3.21         | 4.28         | 4.71         | 2.79         | 3.73         |
| Supervision and Other Employer Time                 | 0.86         | 0.86         | 0.86         | 0.86         | 0.86         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         |
| Missed Appointments (not redirected to other tasks) | 0.74         | 0.74         | 0.74         | 0.74         | 0.74         | 0.85         | 0.85         | 0.85         | 0.75         | 0.75         |
| Collateral contacts (not billable)                  | -            | -            | -            | -            | -            | 2.57         | 2.57         | 2.57         | 2.25         | 2.25         |
| Interdisciplinary team case reviews/planning        | 1.11         | 1.11         | -            | -            | -            | 1.29         | 1.29         | 1.29         | 1.12         | 1.12         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |  |   |   |   |   |   |   |
|--|--|--|--|---|---|---|---|---|---|
| Infant Development Program, PT/OT/SLP Assistant, Home and Community-Based, 1:3 | Infant Development Program, Audiologist, Home and Community-Based, 1:1 | Infant Development Program, Audiologist, Home and Community-Based, 1:2 | Infant Development Program, Audiologist, Home and Community-Based, 1:3 | Infant Development Program, Family Therapist, Home and Community-Based, 1:1 | Infant Development Program, Family Therapist, Home and Community-Based, 1:2 | Infant Development Program, Family Therapist, Home and Community-Based, 1:3 | Infant Development Program, Registered Nurse, Home and Community-Based, 1:1 | Infant Development Program, Registered Nurse, Home and Community-Based, 1:2 | Infant Development Program, Registered Nurse, Home and Community-Based, 1:3 |
|--|--|--|--|---|---|---|---|---|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.78        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        |
| Travel Time Between Individuals                     | 4.28         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.28         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.78         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.34         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.17         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.06        | 22.42        | 21.28        | 20.82        | 22.42        | 21.28        | 20.82        | 22.42        | 21.28        | 20.82        |
| Travel Time Between Individuals                     | 3.85         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.35         | 3.39         | 4.53         | 4.99         | 3.39         | 4.53         | 4.99         | 3.39         | 4.53         | 4.99         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.79         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Collateral contacts (not billable)                  | 2.38         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         |
| Interdisciplinary team case reviews/planning        | 1.19         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Infant Development Program,<br>PT/OT/SLP Assistant, Home and<br>Community-Based, 1:3 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:1 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:2 | Infant Development Program,<br>Audiologist, Home and Community-<br>Based, 1:3 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:1 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:2 | Infant Development Program, Family<br>Therapist, Home and Community-<br>Based, 1:3 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:1 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:2 | Infant Development Program,<br>Registered Nurse, Home and<br>Community-Based, 1:3 |
|--|---|---|---|--|--|--|---|---|---|
|--|---|---|---|--|--|--|---|---|---|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.64        | 21.88        | 20.77        | 20.32        | 21.88        | 20.77        | 20.32        | 21.88        | 20.77        | 20.32        |
| Travel Time Between Individuals                     | 4.49         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.25         | 3.31         | 4.42         | 4.87         | 3.31         | 4.42         | 4.87         | 3.31         | 4.42         | 4.87         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.77         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         |
| Collateral contacts (not billable)                  | 2.32         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         |
| Interdisciplinary team case reviews/planning        | 1.16         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 17.07        | 21.18        | 20.11        | 19.68        | 21.18        | 20.11        | 19.68        | 21.18        | 20.11        | 19.68        |
| Travel Time Between Individuals                     | 5.35         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.11         | 3.21         | 4.28         | 4.71         | 3.21         | 4.28         | 4.71         | 3.21         | 4.28         | 4.71         |
| Supervision and Other Employer Time                 | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         |
| Missed Appointments (not redirected to other tasks) | 0.75         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         |
| Collateral contacts (not billable)                  | 2.25         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         |
| Interdisciplinary team case reviews/planning        | 1.12         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |   |   |   |  |  |  |   |
|--|--|--|---|---|---|--|--|--|---|
| Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:3 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:1 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:2 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:3 | Infant Development Program, Social Worker, Home and Community-Based, 1:1 | Infant Development Program, Social Worker, Home and Community-Based, 1:2 | Infant Development Program, Social Worker, Home and Community-Based, 1:3 | Infant Development Program, Psychologist, Home and Community-Based, 1:1 |
|--|--|--|---|---|---|--|--|--|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.15        | 18.17        | 17.78        | 22.06        | 20.94        | 20.49        | 22.06        | 20.94        | 20.49        | 22.06        |
| Travel Time Between Individuals                     | 4.28         | 4.28         | 4.28         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         | 4.91         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.91         | 3.89         | 4.28         | 3.34         | 4.46         | 4.91         | 3.34         | 4.46         | 4.91         | 3.34         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.34         | 2.34         | 2.34         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.17         | 1.17         | 1.17         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.45        | 18.46        | 18.06        | 22.42        | 21.28        | 20.82        | 22.42        | 21.28        | 20.82        | 22.42        |
| Travel Time Between Individuals                     | 3.85         | 3.85         | 3.85         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         | 4.42         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.96         | 3.95         | 4.35         | 3.39         | 4.53         | 4.99         | 3.39         | 4.53         | 4.99         | 3.39         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         | 0.46         |
| Missed Appointments (not redirected to other tasks) | 0.79         | 0.79         | 0.79         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Collateral contacts (not billable)                  | 2.38         | 2.38         | 2.38         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         | 2.72         |
| Interdisciplinary team case reviews/planning        | 1.19         | 1.19         | 1.19         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         | 1.36         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |   |   |   |  |  |  |   |
|--|--|--|---|---|---|--|--|--|---|
| Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Home and Community-Based, 1:3 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:1 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:2 | Infant Development Program, Registered Dietitian, Home and Community-Based, 1:3 | Infant Development Program, Social Worker, Home and Community-Based, 1:1 | Infant Development Program, Social Worker, Home and Community-Based, 1:2 | Infant Development Program, Social Worker, Home and Community-Based, 1:3 | Infant Development Program, Psychologist, Home and Community-Based, 1:1 |
|--|--|--|---|---|---|--|--|--|---|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 19.00        | 18.03        | 17.64        | 21.88        | 20.77        | 20.32        | 21.88        | 20.77        | 20.32        | 21.88        |
| Travel Time Between Individuals                     | 4.49         | 4.49         | 4.49         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         | 5.16         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.89         | 3.86         | 4.25         | 3.31         | 4.42         | 4.87         | 3.31         | 4.42         | 4.87         | 3.31         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.77         | 0.77         | 0.77         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         | 0.88         |
| Collateral contacts (not billable)                  | 2.32         | 2.32         | 2.32         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         | 2.66         |
| Interdisciplinary team case reviews/planning        | 1.16         | 1.16         | 1.16         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         | 1.33         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 18.39        | 17.45        | 17.07        | 21.18        | 20.11        | 19.68        | 21.18        | 20.11        | 19.68        | 21.18        |
| Travel Time Between Individuals                     | 5.35         | 5.35         | 5.35         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         | 6.14         |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 2.79         | 3.73         | 4.11         | 3.21         | 4.28         | 4.71         | 3.21         | 4.28         | 4.71         | 3.21         |
| Supervision and Other Employer Time                 | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         | 0.43         |
| Missed Appointments (not redirected to other tasks) | 0.75         | 0.75         | 0.75         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         | 0.85         |
| Collateral contacts (not billable)                  | 2.25         | 2.25         | 2.25         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         | 2.57         |
| Interdisciplinary team case reviews/planning        | 1.12         | 1.12         | 1.12         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         | 1.29         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |



**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |  |  |  |   |   |
|---|---|---|---|---|--|--|--|---|---|
| Infant Development Program, Psychologist, Home and Community-Based, 1:2 | Infant Development Program, Psychologist, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:2 |
|---|---|---|---|---|--|--|--|---|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.94        | 20.49        | 28.52        | 27.41        | 26.51        | 25.53        | 24.57        | 23.81        | 27.66        | 27.18        |
| Travel Time Between Individuals                     | 4.91         | 4.91         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.46         | 4.91         | 2.23         | 3.34         | 4.24         | 1.94         | 2.90         | 3.66         | 0.97         | 1.45         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.45         | 0.45         | 0.45         | 0.39         | 0.39         | 0.39         | 0.39         | 0.39         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.16         | 1.16         | 1.16         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 21.28        | 20.82        | 28.52        | 27.41        | 26.51        | 25.53        | 24.57        | 23.81        | 27.66        | 27.18        |
| Travel Time Between Individuals                     | 4.42         | 4.42         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.53         | 4.99         | 2.23         | 3.34         | 4.24         | 1.94         | 2.90         | 3.66         | 0.97         | 1.45         |
| Supervision and Other Employer Time                 | 0.46         | 0.46         | 0.45         | 0.45         | 0.45         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | 0.90         | 0.90         | 0.45         | 0.45         | 0.45         | 0.39         | 0.39         | 0.39         | 0.39         | 0.39         |
| Collateral contacts (not billable)                  | 2.72         | 2.72         | 2.68         | 2.68         | 2.68         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.36         | 1.36         | 1.34         | 1.34         | 1.34         | 1.16         | 1.16         | 1.16         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |  |  |  |   |   |
|---|---|---|---|---|--|--|--|---|---|
| Infant Development Program, Psychologist, Home and Community-Based, 1:2 | Infant Development Program, Psychologist, Home and Community-Based, 1:3 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Specialist, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:2 | Infant Development Program, Early Intervention Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:1 | Infant Development Program, Early Intervention Technician, Center/Facility-Based, 1:2 |
|---|---|---|---|---|--|--|--|---|---|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.77        | 20.32        | 28.52        | 27.41        | 26.51        | 25.53        | 24.57        | 23.81        | 27.66        | 27.18        |
| Travel Time Between Individuals                     | 5.16         | 5.16         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.42         | 4.87         | 2.23         | 3.34         | 4.24         | 1.94         | 2.90         | 3.66         | 0.97         | 1.45         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | 0.88         | 0.88         | 0.45         | 0.45         | 0.45         | 0.39         | 0.39         | 0.39         | 0.39         | 0.39         |
| Collateral contacts (not billable)                  | 2.66         | 2.66         | 2.68         | 2.68         | 2.68         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.33         | 1.33         | 1.34         | 1.34         | 1.34         | 1.16         | 1.16         | 1.16         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 20.11        | 19.68        | 28.52        | 27.41        | 26.51        | 25.53        | 24.57        | 23.81        | 27.66        | 27.18        |
| Travel Time Between Individuals                     | 6.14         | 6.14         | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | 0.97         | 0.97         | 0.97         | 0.97         | 0.97         |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.28         | 4.71         | 2.23         | 3.34         | 4.24         | 1.94         | 2.90         | 3.66         | 0.97         | 1.45         |
| Supervision and Other Employer Time                 | 0.43         | 0.43         | 0.45         | 0.45         | 0.45         | 0.90         | 0.90         | 0.90         | 0.90         | 0.90         |
| Missed Appointments (not redirected to other tasks) | 0.85         | 0.85         | 0.45         | 0.45         | 0.45         | 0.39         | 0.39         | 0.39         | 0.39         | 0.39         |
| Collateral contacts (not billable)                  | 2.57         | 2.57         | 2.68         | 2.68         | 2.68         | -            | -            | -            | -            | -            |
| Interdisciplinary team case reviews/planning        | 1.29         | 1.29         | 1.34         | 1.34         | 1.34         | 1.16         | 1.16         | 1.16         | -            | -            |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.67         | 0.67         | 0.67         | 0.67         | 0.67         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.04         | 3.04         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| Infant Development Program, Early Intervention Technician, Center/Facility Based, 1:3 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Audiologist, Center/Facility-Based, 1:1 | Infant Development Program, Audiologist, Center/Facility-Based, 1:2 | Infant Development Program, Audiologist, Center/Facility-Based, 1:3 |
|---|---|---|---|---|---|---|---|---|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.79        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.84         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.39         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.79        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.84         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.39         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| Infant Development Program, Early Intervention Technician, Center/Facility Based, 1:3 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP, Center/Facility-Based, 1:3 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:1 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:2 | Infant Development Program, PT/OT/SLP Assistant, Center/Facility-Based, 1:3 | Infant Development Program, Audiologist, Center/Facility-Based, 1:1 | Infant Development Program, Audiologist, Center/Facility-Based, 1:2 | Infant Development Program, Audiologist, Center/Facility-Based, 1:3 |
|---|---|---|---|---|---|---|---|---|---|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.79        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.84         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.39         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.79        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | 0.97         | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 1.84         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.90         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.39         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | -            | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | -            | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.67         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.04         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |   |   |   |   |  |  |  |   |
|---|---|---|---|---|---|--|--|--|---|
| Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:1 | Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:2 | Infant Development Program, Family<br>Therapist, Center/Facility-Based, 1:3 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:1 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Nurse, Center/Facility-<br>Based, 1:3 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:1 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:2 | Infant Development Program, Licensed<br>Vocational Nurse, Center/Facility-<br>Based, 1:3 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:1 |
|---|---|---|---|---|---|--|--|--|---|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|  |  |  |  |  |  |   |   |   |  |
|--|--|--|--|--|--|---|---|---|--|
| Infant Development Program, Family Therapist, Center/Facility-Based, 1:1 | Infant Development Program, Family Therapist, Center/Facility-Based, 1:2 | Infant Development Program, Family Therapist, Center/Facility-Based, 1:3 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:1 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:2 | Infant Development Program, Registered Nurse, Center/Facility-Based, 1:3 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:1 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:2 | Infant Development Program, Licensed Vocational Nurse, Center/Facility-Based, 1:3 | Infant Development Program, Registered Dietitian, Center/Facility-Based, 1:1 |
|--|--|--|--|--|--|---|---|---|--|

**Category B Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

**Category C Assumptions Adjusted for Training and PTO**

|   |              |              |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 22.84        | 21.87        | 21.49        | 26.30        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 3.50         | 4.47         | 4.85         | 4.01         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.78         | 0.78         | 0.78         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.34         | 2.34         | 2.34         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.17         | 1.17         | 1.17         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.04         | 3.04         | 3.04         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>34.60</b> | <b>34.60</b> | <b>34.60</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

| Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:3 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:1 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:2 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:3 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:1 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:2 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:3 |
|---|---|--|--|--|--|--|--|
|---|---|--|--|--|--|--|--|

***Base Model Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category A Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

**DDS Vendor Rate Study - Rate Models**  
**prepared for California Department of Developmental Services**

**Appendix D: Productivity Assumptions**

|   |   |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|
| Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:2 | Infant Development Program,<br>Registered Dietitian, Center/Facility-<br>Based, 1:3 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:1 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:2 | Infant Development Program, Social<br>Worker, Center/Facility-Based, 1:3 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:1 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:2 | Infant Development Program,<br>Psychologist, Center/Facility-Based,<br>1:3 |
|---|---|--|--|--|--|--|--|

***Category B Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |

***Category C Assumptions Adjusted for Training and PTO***

|   |              |              |              |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct services                                     | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        | 26.30        | 25.18        | 24.74        |
| Travel Time Between Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Program Set-Up/ Clean-Up                            | -            | -            | -            | -            | -            | -            | -            | -            |
| Networking/ General Development Activities          | -            | -            | -            | -            | -            | -            | -            | -            |
| Recordkeeping and Reporting                         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         | 4.01         | 5.13         | 5.57         |
| Supervision and Other Employer Time                 | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         | 0.45         |
| Missed Appointments (not redirected to other tasks) | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         | 0.89         |
| Collateral contacts (not billable)                  | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         | 2.68         |
| Interdisciplinary team case reviews/planning        | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         | 1.34         |
| Travel Time without Individuals                     | -            | -            | -            | -            | -            | -            | -            | -            |
| Training  | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         | 0.48         |
| Paid time off                                       | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         | 3.85         |
| <b>Total</b>  | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> | <b>40.00</b> |