

ADA COUNTY

COMMISSIONERS'
OFFICE
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Boise, Idaho 83702
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September 28, 2015

Vicky McIntyre Ada County Treasurer 200 W. Front Street Boise, ID 83702

Dear Vicky:

It is the Board of County Commissioners' duty under Idaho Statute to set the annual salaries of all county elected officials. We are in receipt of your merit pool allocations, including the allocation request for you in the amount of \$2,778, bringing your salary to \$95,377.

This allocation request will not be approved and your salary will remain at the rate of \$92,599. Our experience in the last year does not indicate that any upward adjustment is warranted given a number of administrative matters incurring significant costs to the county under your management. These matters include but are not limited to the following:

- Multiple personnel matters requiring significant county resource allocations, including but not limited to: multiple wage and hour matters, county introductory period policy inconsistency exposures, FMLA matters handled by you in a manner creating exposures, and multiple complaints regarding working conditions;
- Turnover of Treasurer's Office Staff has been incredibly high during your first four full fiscal years of tenure, coming in at 25%, 16.7%, 7.1%, and 48% for fiscal years, 2012, 13, 14, and YTD 15, respectively. It should be noted that Billing Services Staff are not included in the 48% turnover figure for the YTD15 data;
- Disclosure of employee information that is not public under Idaho Statute, including personal, personnel, and medical information. This has continued despite multiple engagements by county HR advising on this topic;
- Boise Food Company settlement:
- Tax delinquency matter with Civic Partners:
- Property tax bill envelope matter;
- Public Administration management concerns requiring multiple inquiries, review, and audit;
- Health and safety concerns for employees handling estates in the Public Administration function;
- Implementation of process changes adversely impacting your office and other offices, often at times without inclusion of appropriate county staff and without appropriate lead time;
- Your strained relationship across the county and with multiple stakeholders;

Vicky McIntyre September 28, 2015 Page 2

> Your lack of personal presentation of your statutorily required financial reports to us at open business meetings.

Your salary was set at the prior incumbents' salary when you took office. Unfortunately, the amount of additional county resources allocated to your office as a result of management issues has increased, and we cannot justify allocating these merit dollars under these conditions. It should be noted you indicated you have had challenges in this fiscal year due to the transfer of the Billing Services Staff. This change was made pursuant to your recommendation of such change, as contained in the attached document. You have been advised on multiple occasions your needs, if any, for additional staff may be submitted through the mid-year personnel action request process along with your business case supporting the request. To date, no mid-year personnel action requests have been submitted. Your budget submitted during the FY16 budget process included supplemental requests, meaning your budget was going to have additional allocation needs, and all such requests were approved by this Board. Your requests did not, however, include any requests for increased staffing. We did not, therefore, attribute any of the above stated matters to your stated staffing assertions. We feel it is important to note that HR staff and services have been offered on multiple occasions to conduct job audits, analysis and to assist you in building your business case, if applicable, and you have not accepted the multiple offers.

This Board has capped merit increases for all County department heads and elected officials to two (2) percent this fiscal year. Your three (3) percent increase request, aside from the above cited reasons, would not be granted. We are willing to review this matter for you in a future period, in approximately six (6) months time, provided there is measurable improvement in the management of your office.

It is our hope and expectation to see elimination of the negative references to your proposed Billing Services changes cease immediately. Should you feel you have a business need for increased staffing, a professional business case proposal should be submitted during the mid-year or during your FY17 budget proposals. We hope and expect to see better employee morale, lower turnover, longer terms of employment of new hires and better relationships with your staff and other county leaders and stakeholders. We also hope to see you and your office proactively coordinate any changes that impact other offices and departments with appropriate lead times. Further, we hope you will accept our multiple offers of a proactive engagement with county HR to address personnel matters, most critically on current matters of which pending meetings are being discussed between you, county HR, and county PA.

We hope to bring swift resolve to the ongoing challenges in your office related to staffing, morale, business integrity, and overall effectiveness.

This Board and/or HR are willing to and can help address and/or coordinate assistance regarding any of the aforementioned issues. Please feel free to contact us for further discussion.

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Regards,

BOARD OF ADA COUNTY COMMISSIONERS

Jim Tibbs, Commissioner

Rick Yzaguirre, Commissioner

David L. Case, Commissioner

cc: Bethany Calley, Human Resources
Heather McCarthy, Prosecuting Attorney's Office



ADA COUNTY

TAX COLLECTOR, PUBLIC ADMINISTRATOR

200 W. FRONT P.O. BOX 2868 BOISE, IDAHO 83701-2868

TREASURER: (208) 287-0800 FAX: (208) 287-0809

Vicky J. McIntyre Treasurer

Lyn Call Chief Deputy

January 17, 2014

Board of Ada County Commissioners 200 W Front Street Boise, ID 83702

RE:

Agenda Item 13.d - Consumer Price Index (CPI) rate increase to Republic Services

Dear Commissioners:

As administrator of the enterprise fund established to account for the receipts and expenses of providing waste collection services within unincorporated Ada County (which is defined in Ada County Ordinance 577 – Solid Waste Management, Section 5-2-3), I wish to give testimony in this open business meeting with regard to "Agreement No. 8705-2-14 - Amendment to Agreement Between Ada County And Allied Waste For Solid Waste Services Collection Contract". I understand the purpose of this amendment is to approve a 1.987% Consumer Price Index (CPI) rate increase to Republic Services, effective February 1, 2014.

My concerns regarding this Amendment to Agreement #8705-2-2014 are as follows:

1. Effective Date. In the administration of the financial accounting for the Solid Waste contract, the Treasurer's department utilizes Waste Account Management software (WAM). This software establishes reimbursement rates to the service providers under the contract (primary service providers being Republic Services, Ada County Landfill, Billing Services, & Administrative Expenses). Commercial accounts are billed monthly; therefore, a change in reimbursement rate could occur for these account holders effective February 1, 2014.

Residential customers, however, are billed quarterly, in advance, and have already been billed for February, March and April at the rates currently in existence. To initiate a rate increase to these customers effective February 1, 2014, the Treasurer's staff would have to manually override each and every payment of 18,000 residential customers. My office does not have adequate resources to do this and maintain the statutory obligations required of the Treasurer's office. We cannot meet the February 1, 2014 effective date for enacting the CPI increase for Residential service.

 Enterprise Fund Balance. Our preliminary review shows that rate increases needed for services provided to both commercial and residential ratepayers, are greater than the CPI increase requested by Republic Services in order to maintain the enterprise fund.

According to our calculations, residential customer rates will need to be raised a minimum of 5.9%. The actual effective rate for residential customers will be greater than 8%, because of the effect of the additional sales tax that must be collected on the rental carts in the proposed amendment. Currently, standard residential customers are charged \$17.54 a month for service and 2 carts (including sales tax). In order to cover the proposed CPI increase and avoid depletion of the enterprise fund, which by definition must be self-supporting, the monthly residential service rate must increase to a minimum of \$18.58 per household per month.

- 3. Rate Stabilization. This minimum recommended customer rate increase required to meet current need will not be sufficient to maintain any "rate stabilization" for unincorporated Ada County residents going forward. It has been the desire and policy of prior Boards to avoid frequent "nickel and dime" customer rate increases, setting rates with an eye to future planning. We would hope to see that policy continue as our office is on the front line when customers express their frustration with frequently rising rates.
- 4. <u>Time</u>. With a rate increase of greater than 5%, the County is required to hold a public hearing. Time is needed to get this scheduled and the appropriate resolution drafted for Board consideration. This too speaks for a delay in action today on approval of the proposed contract amendment.
- 5. <u>Communication</u>. The Treasurer's Office is assigned responsibility as financial administrator of the Ada County Solid Waste Collection Contract under Ordinance 577 and can provide valuable input related to financial, procedural and customer relations issues associated with proposed changes to the Contract. I am disappointed that we were excluded from discussions that so dramatically impact the financial viability of the enterprise fund.

Perhaps it is time for the Board of Ada County Commissioners to amend the ordinance and solid waste contract to assign financial administration and billing of solid waste collection customers to the Solid Waste Department whose staff reports directly to the Board. Should this be your decision, I would recommend this transfer occur prior to April 1, 2014, in order to facilitate the next residential billing cycle. This would also allow time for the necessary communication to the residents of unincorporated Ada County of a rate increase and new contact information.

Given the concerns stated and the facet that discussions regarding this and other contract issues have been between the Board, the Director of Solid Waste Management and Republic Services and have not included essential input from the financial administrator standpoint, I respectfully request that the Board delay action on agenda item 13.d pending review of the information provided by my office and more comprehensive planning for future billings has been addressed.

Pasnectfully submitted

Ada County Treasurer

ADA COUNTY BILLING SERVICES RATE PROJECTION OVERVIEW PROPOSED 5.9% RATE INCREASE

INDIRECT EXPENSE per customer per month (estimating 18159 average residential customers and 521 average commercial customers for a total of 18580 customers).

	FIXED COSTS								
	Professional Services	\$ 5,508.00)						
	Legal Services	\$ 5,000.00							
	Administrative Fee (Audit)	\$ 10,195.00							
		• · · · · · · · · · · · · · · · · · · ·		20,703.00					
	Divided per 18,680 customers ti	mes 12 months.		,		\$	0.09		
	VARIABLE COSTS								
	Postage per piece				0.460				
	Envelope Cost per piece (#9 & 1	110)			0.050				
	Statement Printing per plece				0.120				
	Total cost of billing per custome	r			0.630	•			
	Residential 72,638 billings		\$	45,760.68		\$	0.21		
	TOTAL MINISPOT SUPPLIES								
	TOTAL INDIRECT EXPENSE					\$	0.30		
DIR	ECT EXPENSE per customer pe	r month							
	Allied Waste monthly fee					\$	13.33		
	Landfill average monthly fee					\$	3.25		
	Treasurer's Administrative Fee					\$	0.75		
	TOTAL DIRECT EXPENSE					\$	17.33		
Act	al monthly residential expens		\$	17.63					
		REGULAR	RES	IDENTIAL I	RATES	Incr	ease with	Suggested 5.	
						Cur	rent Rate	Rate Increas	.6
	Residential Rate						\$17.00	\$18.	00
	Actual Monthly Cost					\$	17.63	\$ 17.	
	Monthly Gain/(Loss) Per Regula	r Residential Cu	ustoi	mer			(\$0.63)	\$ 0.	37
	Total Monthly Gain/(Loss) for	rs	(\$10,000.11)	\$5,813.	89			
	Customer paid Sales Tax above	and beyond cu	rren	t rate	·		\$0.54	\$ 0.	58
	Actual Rate Paid by Customer						\$17.54	\$18.	58
		SENIOR RE	SID	ENTIAL RA	TES				-
	Senior Residential Rate						\$13.99	\$14.	
	Actual Monthly Cost		\$15.47	<u>\$15.</u>					
	Monthly Gain/(Loss) Per Senior		(\$1.48)	(\$0.	78)				
	Total Monthly Gain/(Loss) per		(\$3,470.60)	(\$1,829.	10)				
		RESIDENTI	AL (CUSTOMER	ANNUA	L LOS	3		
	Yearly Gain/(Loss) per Total F						161,648.54)	\$47,817.	46

.1	CURRENT COMMERCIAL RATES							PROPOSED COMMERCIAL RATES						
						Average	Estimated						Average	Estimated
					Customer	Customer	Monthly		_				Customer	Monthly Revenue
CODE 51 CART SERV-COMM	Allied 28.39	Treasurer 0.75	Landfill 2.95	Services -0 09	Rato 32.00	Count 25	Revenue (2.25)	*Alited 28.95	Treasurer 0.75	i.andfill 2.95	Services (0.65)	Raie 32.00	Count 25	(15.29
61 CART RENT-COMM	2.30	0,5	2.00	0 55	2.96	26	17,16	2.35			0.61	2.96	25	15.98
200 2Y BIN RENTAL	9.37	f on	20.00	1.63	11.00 58.00	3	4.89 3.75	9 56 30 34	5.00	22.00	1,44 0.66	11.00 58.00	3	4.33 1.98
210 2Y BIN 1XW 220 2Y BIN 2XW	29.75 53.52	5.00 5.00	22.00 44.00	1.25 2.48	105.00		0.00	54 58	5.00	44.00	1.42	105.00	•	0.00
230 2Y BIN 3XW	77.71	5.00	66.00	1.29	150.00		0.00	79 25	5.00	56,00	(0.25)	150.00		0.00
240 2Y BIN 4XW 250 2Y BIN 5XW	101.91 126.08	5.00 5.00	88.00 110.00	5.09 3.92	200.00 245.00		0.00	103 93 128.57	5,00 5,00	88,00 110,00	3.07 1.43	200.00 245.00		0.00
250 2Y BIN 8XW	150.26	5.00	132.00	2.74	290,00		0.00	153.23	5,00	132,00	(0.23)	290 00		6.00
270 2Y BIN 1XMONTH	15.11	5.00 5.00	5.50	2.39 1,77	28,00 48,00		0.00	15,41 30,83	5.00 5.00	5.50 11.00	2.09 1 17	28.00 48.00		0.00
275 2Y 8IN 2X/MONTH 280 2Y ONCALL	30.23 15.11	5.00	11,00 5,50	2.39	28.00		0.00	15.41	5.00	5.50	2.09	28.00		. 0.00
290 2Y ONCALL EXTRA	15.11		5.50	1.39	22.00		0.00	15.41		5.50	1.09	22,00	345	0.00 318.37
300 3Y BIN RENTAL 310 3Y BIN 1XW	9.89 34.67	5.00	33.00	1,11 1,33	11.00 74.00	346 139	384.06 184.87	10,09 35,36	5.00	33.00	0.91 0.64	11.00 74.00	139	89.55
320 3Y BIN 2XW	60.35	5,00	00.23	3.65	135,00	20	73,00	61.54	5.00	68.00	2.46	135.00	20	49.13
330 3Y BIN 3XW	88,06	5 00	99,00	3,94 6,25	194.00 255.00	1	3,94	87.76 113,96	5.00 5.00	99,00 132,00	2.24 4.04	194,00 255.00	1	0.00
340 3Y BIN 4XW 350 3Y BIN 5XW	111.75	5,00 5,00	132,00 165,00	8.25 8.56	316.00	1	8.56	140.15	5.00	165.00	5.84	316.00	1	5.84
360 3Y BIN 6XW	163.12	5.00	198.00	5.88	375.00	.1	5.65	166.35	5,00	198.00	5,65	375.00	1	5.65
370 3Y BIN 1X/MONTH 375 3Y BIN 2X/MONTH	15.11 35.28	5.00 5.00	8.25 16.50	1.64 1.22	33,00 59.00	95 43	157,44 52,48	16.47 37.00	5.00 5.00	8,25 18,50	1,28 0,50	33.00 59.00	96 43	123.05
380 3Y ONCALL	18.11	5.00	B.25	1,64	33.00	39	63.96	18.47	5.00	9.25	1.28	33,00	39	49 99
390 3Y ONCALL EXTRA	18.11		6.25	1.64	28.00	9	14,75	18.47	E 00	8.25 33.00	1.28 2.14	28,00 87,00	9 12	11.54 25 69
395 3Y CONSTIDEMO 400 4Y BIN RENTAL	45.95 15.62	5 00	33.00	3.05 2.38	87.00 18,00	12 6	36.50 14.25	48,86 15,93	5.00	33,00	2.14	18 00	6	12.43
41D 4Y BIN 1XW	34,28	5 00	44.00	2.72	88,00	5	13.60	34.96	5.00	44.00	2.04	86.00	5	10 21
420 4Y BIN 2XW 430 4Y BIN 3XW	61.50 88.72	5 00 5 00	56.00 132.00	3.50 6.28	158.00 232.00		00.00	62.72 90.47	5,00 5,00	88.00 132.00	2.28 4.53	158,00 232.00		0 00
440 4Y BIN 4XW	114.40	500	176.00	7.60	303.00	1	7.60	118.66	5.00	175,00	5.34	303,00	1	5 34
450 4Y BIN 5XW	143.11	5 00	220,00	8.69	377.00		0.00	145.94	5.00	220.00	6.08	377 00		0 00
460 4Y BIN BXW 470 4Y BIN 1XMONTH	170.31 22.68	5 00 5 00	264.00 11,00	9.59 2.32	449,00 41,00		0.00	173,58 23,13		284,00 11,00	6.32 1,87	449.00 41.00		0 00
475 4Y BIN 2X/MONTH	45.35	5 00	22.00	2.65	75.00		0.00	46.25		22.00	1.75	75.00		0.00
480 4Y ONCALL	22.68	5 00	11.00	2.32	41,00		0.00	23,13		11.00	1,87 0.87	41.00 35.00		0 00
490 4Y ONCALL EXTRA 600 6Y BIN RENTAL	22.68 19.26		11,00	1,32 2,74	35.00 22.00	58	0.00 158.92	23.13 19.54		11.00	2.36	22.00	58	138 82
610 BY BIN 1XW	42.89	5 00	66.00	3.11	117.00	23	71.53	43,74		66,00	2.26	117.00	23	52 02
620 6Y BIN 2XW	71.57	5 00	132.00	4.43	213.00 309.00	13	57.59 22.92	72.99		132.00 198.00	3.01 3.75	213.00 309.00	13 4	39 19 14 99
630 6Y BIN 3XW 640 6Y BIN 4XW	100.27	5 00 5 00	198.00 264.00	5.73 B,01	406,00	4	0.00	131.54		264.00	5.48	406.00	7	0 00
650 GY BIN SXW	157,69	5 00	330.00	9.31	502.00		0,00	180.81	5.00	330.00	6.19	502.00		0 00
660 6Y BIN 6XW 670 6Y BIN 1XMONTH	186.45 30.22	5 00 5 00	396,00 18.50	10.55 2.28	598.00 54.00	8	0.00 18,24	190.14 30.82		398.00 16.50	6:86 1,68	596.00 54,00	8	13 46
675 6Y BIN 2X/MONTH	60.48	5 00	33.00	3.54	102,00	5	17,70	61.68	5,00	33,00	2,34	102 00	5	11 72
680 SY ONCALL	30.22	5 00	16.50	2.28	54.00	1	2.28 3.84	30.82 30.82		16.50 16.50	1.68 0.68	54,00 48 00	1 3	1 68
690 6Y ONCALL EXTRA 695 6Y CONST/DEMO	30.22 54.52	5 00	16.50 55.00	1.25 4.48	48.00 130.00		0.00	55,60		66.00	3.40	130.00	ŏ	0.00
BOO BY BIN RENTAL	24.99			4.01	29.00	24	96.24	25.48			3.52	29 00	24	84 38
B10 SY BIN 1XW	59.11 92.37	5 00 5 00	86.00 176.00	3.89 5.63	156.00 279.00	10	38.90 50.57	94.20		88.00 176.00	2.72 3,80	156.00 279.00		27.21 34.23
820 8Y BIN 2XW 830 8Y BIN 3XW	125.62	500	264.00	8.38	403.00	4	33,52	128.10		264.00	5.90	403.00	4	23.58
840 BY BIN 4XW	158.83	5 00	352.00	9.17	525.00	_	0,00	161.97		352,00	6.03	525.00		0.00
850 BY BIN 5XW 850 BY BIN 6XW	192.13 225.36	5 00 5 00	440.00 528.00	11.57 12.64	649.00 771.00	1	11,57 0,00	195.93		440.00 528.00	8 07 8.18	849.00 771.00		8,07 0,00
870 SY BIN 1X/MONTH	41.03	500	22.00	3.97	72.00		0.00	41.84	5.00	22.00	3.15	72 00		0.00
875 BY BIN 2X/MONTH	80.35	5 00	44.00	4.65	134,00		0,00	81.94		44.00 22,00	3.06 1.91	134.00 69.00		0.00 7.65
680 8Y ONCALL 680 8Y ONCALL EXTRA	39.31 39.31	5 00	22.00 22.00	2.59 2.69	69.00 64.00	1	10.75 2.69	40.09 40.09		22,00	1.91	64.00		1.91
895 BY CONSTIDEMO	75.86	5 00	88.00	3.14	172.00	,	0.00	77,38	5,00	88.00	1.64	172.00		0.00
1000 1Y BIN RENTAL 1110 1Y BIN 1XW	9.37 33.28	5 00	11.00	1.63 2.72	11.00 52.00		90,0 90,0	9.56		11,00	1,44 2.06	11,00 52,00		0.00
1120 1Y BIN 2XW	46.12	500	22.00	2.88	75.00		0.00	47.0	5.00	22,00	1.97	76.00	}	0 00
1130 1Y BIN 3XW	58.82		33.00	3.18	100.00		0.00			33,00 44,00	2.02 2.77			0,00 0.00
1140 1Y BIN 4XW 1150 1Y BIN 5XW	71.81 87.02	500 500	44,00 55,00	4,19 2,98	125.00 150.00		0,00 00,0	73.23 58.74		55.00	1.26			0.00
1180 17 BIN 5XW	97.51	5 00	66.00	8.49	175.00		0.00	99.4	5.00	66.00	4.56	175.00)	0.00
1180 IY ONCALL	12.87	5 00	2.75	1.38	22.00		00.0 00.0	13.17		2.75 2.75				0.00 0.00
1190 1Y ONCALL EXTRA 1740 4Y COMP ONCALL	12,87	5 90	2.75 44.00	1.38 2.76	17.00 85.00		0.00			44.00	2.10	85.00)	0.00
1750 4Y COMP EXTRA	33,24		44.00	1.75	79.00		00.00	33.90		44,00				0.00 0.00
1750 BY COMP ONCALL	40.81	5,00	66.00 68.00	2.19 2.19			0.00 0.00			66.00 66.00	1.38			0.00
1770 BY COMP EXTRA 1780 BY COMP ONCALL	40.81 58.96	5 00	86.00	3,04	155.00	ı	0.00	60.1	5,00	88,00	1.87	155,00)	0.00
1790 BY COMP EXTRA	58.96		88.00	3.04	150,00		0.00			88.00 120.00				0,00 15.17
1803 4Y COMP 1XW 1810 10Y COMPACTOR	90 05		120,00 100,00	21.95 18.47			21,95 0.00							0,00
1813 13Y COMPACTOR	111.53	5 00	143.00	5.47	268,00)	0.00	113.7	4 5.00	143.00	6.26	258.00)	0.00
1815 15Y COMPACTOR	111,53	5 00	165.00	8.47			0.00 0.00							0,00 0,00
1816 16Y COMPACTOR 1817 17Y COMPACTOR	111,53		176.00 187.00	19.47 8.47			0.00			187.00	6.25	312.00)	Ø,00
1820 20Y COMPACTOR	111.53		220.00	8.47	345.00	1	0.00	113,7	4 5.00	220,00	6.26			0.00
1825 25Y COMPACTOR	111,53	5 00	275.00				0,00 33,88							0,00 25,06
183D 30Y COMPACTOR 1835 35Y COMPACTOR	111.53		330.00 385.00				0,00				6.26	510.00)	0.00
1840 40Y COMPACTOR	111.53		440.00				0.00	113,7	4 5,00	440.00	6.26	5 565.0	0	0.00

Г	CURRENT COMMERCIAL RATES								PROPOSED COMMERCIAL RATES						
<u> </u>						Average	Estimated						Average	Estimated	
				Billing	Customer	Customer	Monthly				Billing	Customer	Customer	Monthly	
CODE	Alijed	Tressurer	Landfill	Services	Rate	Count	Revenue	'Allied	Tressurer	i.sndfill	Services	Rate	Count	Revenue 0.00	
1900 10Y ROLLOFF	108.58	5.00	55,00	4.42	173 00		0.00	110.73	5,00	55.00	2 27	173 00 242 00		0.00	
1990 10Y ROLLOFF-CAD	117 46	5.00	110 00	9 54	242 00		0.00	119.78	5,00	110 00	7 22	67.00		0.00	
1985 1DY RENTAL/MONTH	59 01			7.99	67.00		0 00	60 16			5 82 8 27	232.00		50.18	
2000 20Y ROLLOFF	106 58	5 00	110 00	8 42	232 00	5	67.36	110.73	5.00	110 00	7 22	352.00	12	86,60	
2010 20Y CONSTRUCTION	117 46	5 00	220 00	9 54	352 00	12	114 48	119,78	5,00	220.00	90 43	1.085.00	12	0.00	
2020 20Y ASBESTOS	185 89	5 00	600,00	94.11	1,585 00		0.00	189 57	5.00	800.60 55 00	8 25	180.00		0.001	
2030 20Y RECYCLE-WOOD	111 63	\$ 00	55 00	B 47	180 00		0.00	113 74	5.00	23 00	3 04	35.00		0.00	
2091 20Y RIO WIL ADDL	31 34			3.66	35 00	_	000	31.96			7.52	77.00	17	127.68	
2095 20Y RENTALMONTH	68.13			8 87	77 00	17	150.79	59.48	5.00	137.50	6.78	250 00	,,	0.00	
2500 25Y ROLLOFF	108.57	5,00	137.50	8 93	260 00		0 00	110.72	5.00	275.00	7 22	407 00		0.00	
2510 25Y CONSTRUCTION	117 46	5.00	275 00	9 54	407 00		0 00	11978	5.00	1,000.00	110.44	1,305,00		0.00	
2520 25Y ASBESTOS	185 58	5 00	1,000,00	114 12	1,305 00		000	189.56	5.00	68.75	13 51	201.00		0.00	
2530 25Y RECYCLE-WOOD	111 53	5 00	68 75	15 72	201 00		0 00	113.74	5.00	4013	9 30	84 00		0.00	
2595 25Y RENTALMONTH	73 25			10 75	84 00		0 00 58 94	110 73	5.00	155.00	6 27	287 00	7	43.91	
3000 30Y ROLLOFF	108 58	5 00	185 00	8 42	287 00	7 2	19 08	11978	5 00	330.00	7.22	462.00	2	14,43	
3010 30Y CONSTRUCTION	117 46	5.00	330 00	9 54	452 00	2	000	189 57	5.00	1,200.00	130.43			0.00	
3020 30Y ASBESTOS	185.89	5 00	1 200 00	134 11	1 525 00 208 00		000	11374		82 50	676	208 00	i	0.00	
3030 30Y RECYCLE-WOOD	111 53	5 00	82 50	8 97	20a 00 35 00		000	31.96			3.04	35 00	1	0.00	
3091 30Y R/O W/L ADDL	31 34			3 66	91 00	12	126 96	82 01			8 89	81.00	12	107.87	
3095 30Y RENTALIMONTH	60,42		100 50	10 58 8 92	315 00	14	000	110 73	5,00	192 50	5.77	315 00	1	0.00	
3500 35Y ROLLOFF	105 56	5 00	192 50	9 53	517 00		000	119 79		385 00	7.21	517.00)	0.00	
3510 35Y CONSTRUCTION	117 47	5 00	385 00 1 400 00	155 11	1 748 00		000	189.57	5.00	1,400.00	151.43	1,745.00)	0.00	
3520 35Y ASBESTOS	185 89	5 00 5 00	96 25	9 22	222 00		000	113.74		96 25	7.01	222.00	}	0.00	
3530 35Y RECYCLE-WOOD	111 53 84 00	5 00	90 23	12.00	25 00		0.00	85.66			10.34	95.00)	8 00	
3595 35Y RENTALMONTH	108.58	5.00	220,00	8.42	342.00	2	16.84	110.73		220,00	8.27	342.00	2	12 54	
4000 40Y ROLLOFF	117,46	5.00	440,00	9.54	572.00	_	0.00	119.78	5.00	440.00	7,22	572.00)	8 00	
4010 40Y CONSTRUCTION	185.69	5.00	1,600,00	174.11	1,965,00		0.00	189.57	5.00	1,800.00	170,43			0 00	
4020 40Y ASBESTOS	111.53	5.00	110 80	8.47	235.00		0.00	113.74	5.00	110.00	6,26			0.00	
4030 ADY RECYCLE-WOOD 4091 40Y R/O W/L ADDL	31.34	3.00	11000	3.56			0.00	31,96	i		3,04			0 00	
4095 40Y RENTALMONTH	90.41			11.59			11.59	92.20	ì		9.80			9 60	
5000 RECYCLE HAULING	111.53	5.00		8.47			9.47	113,74			6.26			6 26	
9000 MONTHLY MIN SVC	,,,,,,,	5.00		0.00			0.00		5.00			5.0		0.00	
9011 APPLIANCE	27.89	2,00		2,11	30.00	. 2	4.22	28.44			1,56				
9012 APPLIANCE-FREON	55.05			3.95	59.00	3	11,85	58.14			2.86			8 58 0 00	
9020 LID-LOCK INSTALL	39.98			3.04	43.00	. 0	0.00	40.7			2.2				
9050 ADD'L SERVIS MIN	15.22			1,78	17.00	1	1.78	15.5			1.4			000	
9055 ADD'L SERV/HOUR	182.69			13,31	196.00)	0,00	186,30			9.7			0 00	
9300 REINSTATE-RES	20.77	5.00		2.23			0.00	21.10			1.8			000	
9310 REINSTATE-BINS	41.54	5.00		3.46			0.00	42.3			2.6			000	
9320 REINSTATE-ROLLOF	69 23	5,00		6.77			0.00	70.6			5.4				
9400 DELIVERY-BIN	21.28			1.72				21.7			1.3 0.8		-		
9500 DELIVER-ROLLOFF	35.44			1.56				36.1			0.6 0.5			0.00	
9550 RELOCATION-ROLL	35.44			1,56			0.00	36.1			0.0	20,0		0 00	
9500 RETURNED CHECK	1	20.00			20,00		0.00	11	20.00			0.0		0.00	
9650 OVERWIGHT COSTS					0,00		0.00	11			125.0			0 00	
9980 CERT FEE	i i			125.00	125.00)	0.00	I monen	CHICTOMES	DED WAY		0 125.0		(46 B	
FIXED COSTS		.09 PER CUSTOMER PER MONTH (46 t							09 PER CUSTOMER PER MONTH (46 53 PER CUSTOMER PER MONTH (328						
VARIABLE COSTS	63 PER	CUSTOMER	(328 23)	D3 PER	COSTONE	. FER MUI	****			,					
						athir Barren	1,953 07	11		Fatimetas	i Billina Si	ervices Man	thly Revenue	1,359,03	
	1					ilhiy Revenul ausi Davenul		11					wal Ravenu		
	1	Estimated Billing Services Annual Revenue 23,436.											_		

INDIRECT EXPENSE per customer per month (estimating 18159 avorago residential customers and 521 average commercial customers for a total of 19880 customers)
FIXED COSTS

ANNUAL REVENUE

Estimated Billing Services RESIDENTIAL Annual Revenue \$42,059.38 Estimated Billing Services COMMERCIAL Annual Revenue \$23,438.84 885,496.23

ANNUAL REVENUE WITH PROPOSED 5% RESIDENTIAL RATE INCREASE

Estimated Billing Services RESIDENTIAL Annual Revenue \$47,817.48
Estimated Billing Services COMMERCIAL Annual Revenue \$41,838.32
\$44,125.78