Description of Monthly Charge	RY 2014
Volume Rate for 1-5 Unit Buildings - Once Per Week Service	
Base Charge per unit for Residential Service	
Per dwelling unit	\$5.00
Volumetric Charge for Weekly Residential Trash Collection	
For once a week collection of a standard cart not exceeding twenty gallons in capacity and 40 pounds in weight from street level, not more than twenty-five feet from the curb.	\$16.13
For once a week collection of a standard cart not exceeding thirty-two gallons in capacity and 60 pounds in weight from street level, not more than twenty-five feet from the curb. Charges for standard cart service shall increase in 32 gallon increments and be charged at \$25.81 per increment. The maximum weight for a 64 gallon cart shall be 80 pounds and a 96 gallon cart shall be 100 pounds. Non standard carts or containers will be measured and billed at the next highest 32gallon cart equivalent.	\$25.81
Volumetric Charge for Weekly Residential Recycling and Compost Collection	
For once a week collection of a standard cart not exceeding thirty-two gallons in capacity and 60 pounds in weight from street level, not more than twenty-five feet from the curb. Charges for standard cart service shall increase in 32 gallon increments and be charged at \$2.00 per increment. The maximum weight for a 64 gallon cart shall be 80 pounds and a 96 gallon cart shall be 100 pounds. Non standard carts or containers will be measured and billed at the next highest 32gallon cart equivalent.	\$2.00
Low Income Discounts	
Qualified households with income less than or equal to 150% of the poverty level are eligible for a 25% discounts.	
Extra Service Charges for 1-5 Unit Buildings	
No charge will be incurred for collections made from a cart or container, 4 feet above or below street level. An elevation charge will be applied on a monthly basis per collection day on a per cart basis for elevation in 8 foot increments commencing after the initial 4 foot measurement.	\$10.16
A key charge will be applied on a monthly basis per collection day each time that the use of a key (includes key pad, combination lock, electronic door opener, etc.) is required to enter or leave/secure premises, or unlock or relock containers (including having to get out of vehicle again even if no key required). A key charge will not be applied for re-locking carts	\$13.67
No charge will be incurred for collections made from a cart or container, less than 25 feet from the curb. An distance charge will be applied on a monthly basis per collection day on a per cart basis for distance in 25 foot increments commencing after the initial 25 foot measurement.	\$9.37

Base Charge per unit for Apartment Service	
Per dwelling unit	\$5.00
Volume Rate for 6 or More Unit Buildings - Once Per Week Service	
For buildings with more than 5 residential units using shared bins, collection volume charge equals \$27.91 for weekday collection of 32 gallons for all volume, minus a diversion discount equal to the diversion capacity percentage less 10%, with the diversion discount capped at 75%. All apartment customers will be charged a standard volume rate for Trash, Recycling and Compost.	
For once a week collection of a standard cart not exceeding thirty-two gallons in capacity and 60 pounds in weight from street level, not more than on hundred feet from the curb. Charges for standard cart service shall increase in 32 gallon increments and be charged at \$27.91 per increment. The maximum weight for a 64 gallon cart shall be 80 pounds and a 96 gallon cart shall be 100 pounds. Non standard carts or containers will be measured and billed at the next highest 32gallon cart equivalent.	\$27.91
For once a week collection of a standard container not exceeding 1 cubic yard in capacity from street level, not more than one hundred feet from the curb. Charges for standard container service shall increase in one half yard increments and be charged at \$88.08 per increment. Non standard containers will be measured and billed at the next highest container yardage equivalent in half yard increments.	\$176.16

Extra Service Charges for 6 or More Unit Buildings

(a) Containers shall be located at street level where the service truck must park for access to the customer's service location and shall be appropriate 32-, 64- or 96-gallon carts or 1-, 1.5-, or 2-yard bins. Buildings deviating from any of these requirements, including clearing of disposal chute, or a container located on a ledge one foot or more above the surrounding surface level, shall, for each such deviation, be subject to an additional charge of 50% of the rate that would otherwise apply for that location. For any building with "rake out service," the rate shall be determined based on the rake-out volume times 1/32 of the 32-gal rate times 1.5.

(b) For any building where the collector must travel above and/or below street level in order to gain access to the container, an additional charge of the rate that would otherwise apply for that location shall be made in accordance with the following schedule:

Travel Distance Above	Added Charge Percent of
and/or Below Street Level	Otherwise Applicable Rate
4 feet to 8 feet	25%
8 feet to 16 feet	50%
16 feet to 24 feet	75%
24 feet or more	100%

(c) For collection made from a container located more than 100 feet traveling distance from the curb, an additional charge of 25% of the otherwise applicable rate for that location shall be made.

(d) For each time use of a key (including key, key pad, combination lock, automatic door opener, or other entry mechanism) is required to enter or leave the premises, an additional monthly charge of \$13.67 will apply. The key charge shall be made according to the frequency of collection service.

Apartment key schedule

 $1x = $13.67 \ 2x = $27.34 \ 3x = $41.01 \ 5x = $68.35 \ Saturday = $23.92 \ Sunday = 37.59

Additional requirements and provisions for all customers:

City law mandates adequate refuse service. Minimum trash service is 20 gallons weekly for single-family and 16 gallons weekly per unit for multi-family buildings. Minimum service is 16 gallons weekly per unit for recycling and 4 gallons weekly for composting, unless there are no recyclables or compostables in the trash. Bins may be shared by dwelling units if minimum refuse service requirements are met.

Refuse is to be in put standard bins. Standard bin volume charges are linear. Loose material, overflow, overweight (more than 2 pounds per gallon) or non-standard bins may be charged the next highest standard bin rate.

Additional frequency charges are linear (i. e., the weekly service charge is multiplied by the number of collections per week). 20-gallon carts are only serviced on a weekly basis.

Saturday service is 75% more than the applicable volume rate for weekday service. For Saturday collection, 3 or 5 day per week service is required.

Sunday service is 175% more than the applicable volume rate for weekday service. For Sunday collection, daily service is required.

Distance, elevation, key and special service charges are per location, regardless of the number of trucks used to service it. Charges may be split among customers at the same location at 150% of the otherwise applicable rate. In the event that two or more customers elect to split service charges, the charges will be applied to each bill payer equally or on one bill as designated by the customers.

For entrance through a trap door, an additional monthly charge of 50% of the applicable basic rate.

A trap door is defined as a container located below street level, where the collector must access the container by lifting off a cover and pulling the container up to street level for servicing.

Street level shall be determined where the service truck must park for access to the customer's property. Location of a container above or below street level shall be determined by adding all distances above and below street level which must be traversed by the collector to gain access to the container, without regard to the actual relationship of container location level and street level.

\$15 will be charged for each check returned for insufficient funds.

A separate container shall be provided for each dwelling unit. A container could be shared by more than one dwelling unit provided that the minimum refuse service requirement per unit is met.

The company performs service audits from time to time and will adjust the service levels to reflect the actual service being provided. It is the customers responsibility to monitor all services and charges and notify the Company of any errors. Service adjustments or credits will not exceed 30 days or one billing cycle, whichever is greater, from the time of notification by the customer.

\$20 will be charged to start service, including reactivation of a closed account. Credit will be allowed for suspension of service (e.g., vacations) for more than a two-week period. Customers must notify the Company of the suspension before the start date of the suspension. A restart date of service must be given at the time of notification, otherwise the account will be closed instead of suspended. An administration fee of \$10 will be charged to re-start the service after suspension or closing of an account. No stoppage is allowed except for residency change.

The Company is responsible for normal wear and tear of the containers provided to the customers. Customers are responsible for damaged carts beyond wear and tear. Customers are responsible to report missing carts and sign the related form; customers are responsible for excessive missing carts. Cleaning service is available with additional charges.

E-bill customers will be credited \$1 for each bill presented and paid electronically.

Access to containers shall be unobstructed. Container shall be placed at locations adequate to permit the refuse collectors free and clear access to and from the containers so that they can be serviced in a normal and safe manner.

In order to receive free collection of cardboard, the following requirements must be met. The maximum dimensions of the material may not exceed 2 feet by 2feet. All material must be either (a) placed in a blue recycling collection container or (b) bundled with string or placed in cardboard boxes or paper bags that meet the maximum dimension requirements. The charge for noncompliance with the cardboard setout requirements is \$5 per setout.

Contamination and Processing

Contaminated recycling and composting bins may be charged as trash. Trash with excessive recyclables or compostables may be charged a 50% processing fee.

Disabled service policy

Distance, elevation and key charges are waived for eligible customers. This is available to customers with a permanent physical disability that pay for individual service. Customers must certify they are physically unable to place bins at the curb and no able-bodied persons live in their residence. Every effort must be made by customers to place bins in a location as accessible as possible for collection.

Uniform Residential Rates apply to the following buildings

Residential rates apply to single and multi-family homes, flats, apartments, condominiums, tenancies in common, inlaw units, live/work spaces (unless clearly commercial) for all buildings with 5 or less units. Apartment rates will apply to, multi-family homes, flats, apartments, condominiums, tenancies in common, in-law units, live/work spaces (unless clearly commercial) for all Single Room Occupancy hotels (with an apartment license) and low income housing with 6 or more units. Buildings with more than 600 rooms (not counting kitchens and bathrooms), Single Room Occupancy hotels (without an apartment license) mixed-use buildings without dedicated residential bins, or with containers 3 yards or larger or compactor service are charged commercial rates. It is the customers responsibility to provide an accurate unit and or room count on all newly constructed, renovated and or re-purposed multi family buildings, condominiums and lofts. All unit and room count representations are subject to verification by the company.

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule B.1</u> Rate Calculations for the Rate Years Ending June 30,

	RY 2014
Operating Ratio Expenses	\$ 153,390,586
Calculated Operating Ratio Expenses	153,390,586
Allowed Operating Ratio	91.00%
Operating Expense with Operating Ratio	168,561,083
Non-Operating Ratio Expense	
Disposal Cost	41,252,947
Processing Cost	53,959,148
Impound Account	13,774,399
Revenue	
Non Rate Revenue	(22,126,694)
Apartment - Migration	1,285,361
Commercial - Migration Paperless Bill Credit	2,634,801
Diversion Incentive (2% OR)	225,500 3,787,890
Net Revenue Requirement	263,354,435
Revenue @ Current Rates	212,817,402
Difference	50,537,033
Rate Increase	23.75%
Current 32-gallon can rate	\$ 27.91
Proposed 32-gallon can rate	\$ 34.54
Operating Expenses with 89% OR Variance to 91% OR	172,348,973 3,787,890
	3,707,090
Net Revenue Requirement @ 89% OR	263,354,435

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule B.2 - Residential Only</u> Rate Calculations for the Rate Years Ending June 30,

	RY 2014
Operating Ratio Expenses	\$ 153,390,586
Calculated Operating Ratio Expenses	153,390,586
Allowed Operating Ratio	91.00%
Operating Expense with Operating Ratio	168,561,083
Non-Operating Ratio Expense	
Disposal Cost	41,252,947
Processing Cost	53,959,148
Impound Account	13,774,399
Revenue	10,774,000
Non Residential Revenue	(149,559,187)
Apartment New Structure	(12,220,620)
Apartment Revenue	(51,446,649)
Residential New Structure - Fixed Charge	(9,795,720)
Residential New Structure -Blue & Green Charge	(8,300,829)
Residential - Change in 20-gal Volumetric Charge	1,239,900
Apartment - Migration	1,285,361
Commercial - Migration	2,634,801
Paperless Bill Credit	225,500
Diversion Incentive (2% OR)	3,787,890
Net Revenue Requirement	55,398,024
Revenue @ Current Rates	59,902,319
Difference	(4,504,295)
Rate Decrease	-7.52%
Current 32-gallon can rate	\$ 27.91
Proposed 32-gallon can rate	\$ 25.81
One weating a Francisco suitable 2027 OF	170.040.070
Operating Expenses with 89% OR Variance to 91% OR	172,348,973 <u>3,787,890</u>
	0,707,030
Net Revenue Requirement @ 89% OR	55,398,024

OR

89.00%

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule F.1</u> Historical and Projected Revenue at Current Rates for the Rate Years ending June 30.

					Ac	tual					Proje	ected	Rate Ap	olication
		RY 2007	F	RY 2008	RY 2009		RY 2010	RY 2011	RY 2012	Chang	е	RY 2013	Change	RY 2014
Residential														
Number of Customers		140,469		140,780	140,959		141,000	140,898	141,244			141,244		141,244
Annual Revenue	\$	50,534,511 \$		53,637,112 \$	57,305,841	\$	58,046,950 \$	60,843,563	60,134,857	\$ (282	,538) \$	59,852,319	\$ (700,000) \$	59,152,319
Revenue per Customer	\$	360 \$	5	381 \$	407	\$	412 \$	432	\$ 426		\$	424	\$	419
Apartment														
Number of Customers		9,907		9,831	9,946		8,557	8,591	8,685			8,685		8,685
Annual Revenue	\$	41,866,526 \$;	47,755,360 \$	50,182,502	\$	49,511,855 \$	52,335,988	\$ 51,259,903	\$ (403	,254) \$	50,856,649	\$	50,856,649
Revenue per Customer	\$	4,226 \$	5	4,858 \$	5,046	\$	5,786 \$	6,092	\$ 5,902		\$	5,856	\$	5,856
Commercial	_													
Number of Customers		20,243		20,204	20,091		19,925	20,159	20,392			20,392		20,392
Annual Revenue	\$	88,141,437 \$;	92,137,850 \$	93,304,216	\$	88,710,499 \$	89,566,249	\$ 86,116,565	\$ (1,419	,662) \$	84,696,903	\$	84,696,903
Revenue per Customer	\$	4,354 \$	5	4,560 \$	4,644	\$	4,452 \$	4,443	\$ 4,223		\$	4,154	\$	4,154
Compactor Commercial														
Number of Customers		242		240	239		242	235	229			229		229
Annual Revenue	\$	20,611,834 \$;	21,199,587 \$	22,739,843	\$	23,246,193 \$	23,579,715	\$ 23,211,186	\$	- \$	23,211,186	\$	23,211,186
Revenue per Customer	\$	85,173 \$	5	88,332 \$	95,146	\$	96,059 \$	100,339	\$ 101,359		\$	101,359	\$	101,359
REVENUE SUBJECT TO RATE - TOTAL:	\$	201,154,307 \$; ;	214,729,909 \$	223,532,401	\$	219,515,497 \$	226,325,515	\$ 220,722,511		\$	218,617,057	\$ (700,000) \$	217,917,057
Revenue not Subject to Rate Increase:														
Sludge Contract	\$	2,114,684 \$;	2,318,337 \$	1,100,229	\$	- \$	-	\$ -		\$	-	\$	-
Debris Box Revenue		18,424,655		19,526,464	16,021,892		12,340,296	12,399,085	13,332,296		-	13,332,296		13,332,296
Refuse Other Income / Equipment & Supply Sales		822,283		872,186	1,028,270		1,720,966	1,010,285	924,681		-	924,681		924,681
Miscellaneous Income		133,903		137,719	99,137		138,391	241,393	190,062		-	190,062		190,062
REVENUE NOT SUBJECT TO RATE - TOTAL:	\$	21,495,525 \$;	22,854,706 \$	18,249,528	\$	14,199,653 \$	13,650,763	\$ 14,447,039	\$	- \$	14,447,039	\$ - \$	14,447,039
TOTAL REVENUE:	\$	222,649,832 \$; ;	237,584,615 \$	241,781,929	\$	233,715,150 \$	239,976,278	\$ 235,169,550	\$	- \$	233,064,096	\$ (700,000) \$	232,364,096
Less: Other Commercial Revenues													\$	(14,447,039
Compactor Adjustment													•	(4,398,579
Contract Revenues														(3,281,076
Subtotal:													\$	(22,126,694
Surcharge	_													2.580.000
														,,
Revenue at Current Rates Per Application:													\$	212,817,402

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule F.2</u> Impound Account for the Rate Years ending June 30

	Projection	Rate Application
Description	RY 2013	RY 2014
San Francisco Department of the Environment	8,226,638	8,893,753
San Francisco Department of Public Works	3,976,074	4,880,646
Total Impound Account	12,202,712	13,774,399

											h	nflation		3.00%
				RY 2007 -	RY 2012				RY 201	3			RY 2014	
Item Description	Sch Ref	Actual RY 2007	Actual RY 2008	Actual RY 2009	Actual RY 2010	Actual RY 2011	Actual RY 2012	Annualized Actual (Jul-Oct)	Changes f Annualized	Actual	Projected Expense	Changes fro RY 2013		Projected Expense
	<u> </u>								\$	%		\$	%	
Payroll	G.1	47,986,144	\$ 50,733,811	\$ 51,937,894	\$ 53,614,084	\$ 54,082,057	\$ 55,712,272		\$ 1,520,058	2.7%	\$ 57,775,551	₽ 0,01E,011	9.6%	\$ 63,348,466
Payroll Taxes		3,638,975	3,991,436	4,087,801	4,192,071	4,271,753	4,356,882	4,220,514	297,723	7.1%	4,518,237	435,820	9.6%	4,954,057
Pension	G.2	13,867,653	12,129,969	9,125,513	9,523,853	9,643,249	20,004,212	17,252,596	(2,721,346)	-15.8%	14,531,250	(1,644,500)	-11.3%	12,886,750
Health Insurance	G.3	13,229,173	15,339,326	13,631,507	15,297,551	16,927,217	15,126,328	14,942,952	1,441,492	9.6%	16,384,444	2,436,740	14.9%	18,821,184
Workers Compensation	G.4	7,006,029	4,341,602	5,217,010	4,750,169	4,418,552	4,690,671	5,271,552	507,415	9.6%	5,778,967	569,670	9.9%	6,348,637
Total Payroll & Related		\$ 85,727,975	\$ 86,536,144	\$ 83,999,725	\$ 87,377,728	\$ 89,342,828	\$ 99,890,364	\$ 97,943,107	\$ 1,045,342	1.1%	\$ 98,988,449	\$ 7,370,644	7.4%	• • • • • • • • • • • • • • • •
Bad Debt		438,796	287,699	603,184	463,459	472,749	524,330	636,309	(147,979)	-23.3%	488,330	-	0.0%	488,330
Bridge Tolls		77,119	84,590	40,433	-	-	-	-	-		-	-		-
Building & Facility Repair		225,029	348,760	198,745	230,824	242,183	143,540	170,130	35,386	20.8%	205,516	6,165	3.0%	211,681
Contract Services	L.5	711,023	563,970	481,952	718,612	794,859	724,595	1,130,940	(431,286)	-38.1%	699,654	20,990	3.0%	720,644
Corporate Accounting Services	M.3	1,374,666	1,484,214	1,585,046	1,803,788	1,835,514	1,765,281	1,165,540	665,057	57.1%	1,830,597	67,732	3.7%	1,898,329
Corporate Management	M.3	1,629,004	1,117,701	1,585,312	1,884,432	1,199,336	1,253,701	1,169,618	130,470	11.2%	1,300,088	48,103	3.7%	1,348,191
Depreciation	H.1	268,662	261,392	258,184	235,076	218,523	231,977	253,533	36,649	14.5%	290,182	21,439	7.4%	311,621
Environmental Compliance	M.3	490,872	461,512	424,162	474,895	421,389	432,408	216,368	232,040	107.2%	448,407	16,591	3.7%	464,998
Fuel		4,207,005	5,324,170	4,194,191	3,975,562	5,213,044	5,630,207	5,803,344	(290,946)	-5.0%	5,512,398	37,057	0.7%	5,549,455
Hauling Charge		55,273	59,357	71,133	83,142	79,380	66,061	58,203	9,840	16.9%	68,043	2,041	3.0%	70,084
Human Resources	M.3	405,351	459,642	698,806	860,012	467,356	513,088	542,172	(10,100)	-1.9%	532,072	19,687	3.7%	551,759
I/C Disposal Expenses	J.1	40,846,903	40,919,123	37,795,647	36,248,467	38,123,810	36,402,032	37,030,499	(757,842)	-2.0%	36,272,657	4,980,290	13.7%	41,252,947
IT Services	M.3	1,908,641	2,008,299	1,769,823	1,949,164	1,849,599	1,873,265	1,746,451	196,124	11.2%	1,942,576	71,875	3.7%	2,014,451
Lease expenses	H.1	10,533,101	12,006,859	11,972,243	8,319,653	8,934,836	11,783,598	12,519,657	287,789	2.3%	12,807,446	997,579	7.8%	13,805,025
Liability Insurance	I	2,707,703	2,932,855	3,198,772	2,937,231	2,982,134	2,790,951	2,980,614	24,624	0.8%	3,005,238	125,296	4.2%	3,130,534
Licenses & Permits	L.2	1,434,878	1,529,472	1,564,840	1,499,871	1,527,726	1,621,437	1,577,205	76,842	4.9%	1,654,047	51,454	3.1%	1,705,501
O/S Billing Services		249,091	285,191	293,579	307,853	278,355	302,532	204,672	106,936	52.2%	311,608	9,348	3.0%	320,956
O/S Disposal Charges		893,258	706,428	665,102	414,739	271,811	19,165	16,560	3,180	19.2%	19,740	592	3.0%	20,332
O/S Equipment Rental		138,679	141,887	101,945	71,997	67,823	54,967	37,323	19,293	51.7%	56,616	1,698	3.0%	58,314
Office Expense		223,637	330,707	300,258	326,415	344,773	342,221	396,042	(43,554)	-11.0%	352,488	10,575	3.0%	363,062
Parts	L.2	2,537,503	2,544,006	2,234,472	1,990,149	1,987,022	1,625,248	1,958,826	(91,353)	-4.7%	1,867,473	56,024	3.0%	1,923,497
Postage		289,693	318,248	313,336	307,267	312,685	299,732	310,743	(2,019)	-0.6%	308,724	9,262	3.0%	317,986
Professional Services	M.2	645,072	1,598,963	1,808,887	941,344	1,062,325	679,089	919,452	(36,501)	-4.0%	882,951	526,489	59.6%	1,409,440
Property Rental		1,027,852	1,164,108	1,217,501	1,202,444	1,224,924	1,235,383	1,209,987	31,586	2.6%	1,241,573	11,516	0.9%	1,253,089
Processing Expenses	K.1	33,983,898	39,653,994	39,155,843	40,106,616	45,020,453	47,812,983	49,144,438	(1,438,887)	-2.9%	47,705,551	6,253,597	13.1%	53,959,148
Repairs & Maintenance	L.2	1,247,337	1,262,146	1,205,381	1,173,106	1,085,001	1,124,517	912,315	215,226	23.6%	1,127,541	134,026	11.9%	1,261,567
Security & Janitorial		310,730	309,681	317,261	321,142	323,971	368,533	377,478	2,111	0.6%	379,589	11,388	3.0%	390,977
Supplies		1,207,966	1,093,202	1,354,612	1,522,217	1,237,968	1,159,220	1,149,156	157,312	13.7%	1,306,468	85,484	6.5%	1,391,952
Sustainability	M.3	-	-	-	-	232,246	187,735	170,372	24,310	14.3%	194,681	7,203	3.7%	201,885
Taxes		1,058,652	1,077,752	1,202,205	1,234,340	1,162,157	1,220,380	1,227,672	29,319	2.4%	1,256,991	134,358	10.7%	1,391,349
Telephone		275,864	271,906	312,618	365,503	333,417	344,708	334,983	20,066	6.0%	355,049	10,651	3.0%	365,701
Tires & Tubes	L.2	568,529	542,047	546,355	501,280	433,683	477,624	536,391	(65,529)	-12.2%	470,862	14,126	3.0%	484,988
Utilities		356,810	339,203	379,661	363,926	378,019	349,778	385,203	(21,295)	-5.5%	363,908	10,917	3.0%	374,825
T&G Fuel Allocation		(24,729)	(29,162)	(25,084)	(49,789)	-	-	-	-		-	-		-
T&G Maintenance Allocation		(12,272)	(16,249)	(44,285)	(39,361)	(73,038)	(53,463)	(67,077)	12,010	-17.9%	(55,067)	(1,652)	3.0%	(56,719)
New Project Costs									-		-	1,370,282		1,370,282
Other Expenses		895,396	2,676,575	2,367,007	3,123,885	2,770,394	1,782,041	2,136,489	(300,987)	-14.1%	1,835,502	81,903	4.5%	1,917,405
Total Operating Expenses		\$ 198,914,966	\$ 210,656,392	\$ 204,148,852	\$ 203,246,988	\$ 212,159,255	\$ 224,979,229	\$ 226,304,714	\$ (276,766)	-0.1%	\$ 226,027,948	\$ 22,574,733	10.0%	\$ 248,602,681

Non-Operating Ratio Expenses Disposal Processing Cost

Operating Ratio Expenses

(41,252,947) (53,959,148)

153,390,586

			Actu	al		Pro	ojected	Rate Ap	plication
	RY 2010	R	/ 2011	R۱	/ 2012	R	Y 2013	RY	2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Total Payroll									
Managers & Supervisors	75.2	76.1	6,942,436	75.8	7,288,344	78.5	7,730,667	81.0	8,190,51
Non-Exempt Non-Union	24.0	27.3	1,678,096	25.6	1,499,568	24.2	1,426,710	25.0	1,526,7 ⁻
Union - Clerical	25.5	27.1	1,649,386	28.2	1,753,680	30.3	1,970,344	33.0	2,178,33
Union - Driver/Helper	419.8	407.8	39,087,932	405.0	40,713,331	408.1	41,265,785	427.0	45,634,30
Union - Shop	49.0	49.6	4,864,728	49.3	4,924,048	51.6	5,382,045	54.0	5,818,54
Funds from DOC	-	-	(140,520)	-	(466,700)	-		-	
Total	593.4	587.8	54,082,057	583.8	55,712,271	592.7	57,775,551	620.0	63,348,40
Regular Payroll - FTE									
Managers & Supervisors	75.2	76.1	6,017,837	75.8	6,298,591	78.5	6,736,336	81.0	7,176,9
Non-Exempt Non-Union	22.0	25.9	1,404,756	24.6	1,222,626	23.2	1,160,908	24.0	1,243,1
Union - Clerical	25.5	27.1	1,308,124	28.2	1,377,931	30.3	1,566,255	33.0	1,768,3
Union - Driver/Helper	329.0	309.0	25,027,692	311.7	25,981,407	318.7	26,575,815	331.8	29,288,7
Union - Shop	47.7	46.0	3,330,708	44.8	3,329,908	50.4	3,720,612	52.2	4,041,86
Total	499.4	484.2	37,089,118	485.0	38,210,463	501.1	39,759,927	522.0	43,519,16
Sick, Vac & Holiday Off			004 500		000 750		004.000		
Managers & Supervisors	-	-	924,599	-	989,753	-	994,330	-	
Managers & Supervisors Non-Exempt Non-Union	-	-	188,426	-	174,198	-	167,774	-	182,39
Managers & Supervisors Non-Exempt Non-Union Union - Clerical		-	188,426 267,228	- - -	174,198 284,528	- - -	167,774 307,104	-	182,39 308,13
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper		-	188,426 267,228 5,907,807		174,198 284,528 6,044,935	- - -	167,774 307,104 6,084,428	-	182,39 308,10 6,758,10
Managers & Supervisors Non-Exempt Non-Union Union - Clerical		-	188,426 267,228	-	174,198 284,528	- - - -	167,774 307,104	-	182,39 308,13 6,758,10
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper		- - -	188,426 267,228 5,907,807	-	174,198 284,528 6,044,935	-	167,774 307,104 6,084,428	- -	1,013,54 182,39 308,13 6,758,10 825,64 9,087,8 2
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop		- - -	188,426 267,228 5,907,807 733,018	- - -	174,198 284,528 6,044,935 735,620	-	167,774 307,104 6,084,428 756,117	- - - -	182,39 308,11 6,758,10 825,64
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop		- - -	188,426 267,228 5,907,807 733,018	- - -	174,198 284,528 6,044,935 735,620	-	167,774 307,104 6,084,428 756,117	- - - -	182,39 308,11 6,758,10 825,64
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop Total		- - -	188,426 267,228 5,907,807 733,018	- - -	174,198 284,528 6,044,935 735,620	-	167,774 307,104 6,084,428 756,117	- - - -	182,33 308,13 6,758,10 825,64 9,087,8 2
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop Total Overtime		- - - -	188,426 267,228 5,907,807 733,018 8,021,079	- - -	174,198 284,528 6,044,935 735,620 8,229,035	-	167,774 307,104 6,084,428 756,117 8,309,753	- - - -	182,39 308,11 6,758,10 825,64
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop Total Overtime Managers & Supervisors		- - - -	188,426 267,228 5,907,807 733,018 8,021,079	- - -	174,198 284,528 6,044,935 735,620 8,229,035	-	167,774 307,104 6,084,428 756,117 8,309,753	- - - -	182,33 308,13 6,758,10 825,64 9,087,8 2
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop Total Overtime Managers & Supervisors Non-Exempt Non-Union Union - Clerical		- - - - - -	188,426 267,228 5,907,807 733,018 8,021,079	- - -	174,198 284,528 6,044,935 735,620 8,229,035	-	167,774 307,104 6,084,428 756,117 8,309,753	- - - -	182,3 308,1 6,758,1 825,6 9,087,8 - - 83,5
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop Total Overtime Managers & Supervisors Non-Exempt Non-Union		- - - - - - - - - - -	188,426 267,228 5,907,807 733,018 8,021,079 - 82,443 30,366	- - - - - - - - -	174,198 284,528 6,044,935 735,620 8,229,035 - 84,493 31,633	-	167,774 307,104 6,084,428 756,117 8,309,753 - 81,014 29,753	- - - - - - - -	182,3 308,1 6,758,1 825,6 9,087,8 83,5 30,7

	Γ		Act	ual		Pro	ojected	Rate Application		
	RY 2010	R	Y 2011	R	Y 2012		Y 2013		2014	
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars	
Holiday & Weekend Payroll										
Managers & Supervisors		-	-	_	-			-		
Non-Exempt Non-Union		-	2,470	_	18,251	_	17,014	_	17,564	
Union - Clerical			43,667	_	59,587		67,232		71,038	
Union - Driver/Helper		_	5,830,600	_	6,029,020	_	6,100,022	_	6,905,978	
Union - Shop	_	_	512,576	_	530,276	_	607,464	_	641,564	
· · · · · · · · · · · · · · · · · · ·	_									
Total	-	-	6,389,313	-	6,637,134	-	6,791,732	-	7,636,144	
Bulky Item Collection										
Regular Payroll - FTE										
Managers & Supervisors	1.0	1.0	98,378	1.0	103,623	1.0	103,717	1.0	110,610	
Non-Exempt Non-Union	-	-		-	-	-	-	-	-	
Union - Clerical	-	-	-	-	_	-	-	-	-	
Union - Driver/Helper	9.4	7.9	645,711	7.1	607,506	7.7	668,086	7.7	709,722	
Union - Shop	-	-	-	-	-	-	-	-	-	
Total	10.4	8.9	744,090	8.1	711,129	8.7	771,802	8.7	820,332	
Overtime										
Managers & Supervisors	-	-	-	-	-	-	-	-	-	
Non-Exempt Non-Union	-	-	-	-	_	-	-	-	-	
Union - Clerical	-	-	-	-	_	-	-	-	-	
Union - Driver/Helper	-	-	20,474	-	35,279	-	33,008	-	34,719	
Union - Shop	-	-		-		-	-	-	-	
Total	-	-	20,474	-	35,279	-	33,008	-	34,719	
	· · · ·						-			
Holiday & Weekend Payroll										
Managers & Supervisors	-	-	-	-	-	-	-	-	-	
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-	
Union - Clerical	-	-	-	-	-	-	-	-	-	
Union - Driver/Helper	-	-	14,616	-	23,991	-	25,233	-	21,097	
Union - Shop	-	-	-	-	-	-	-	-	-	
Total	_	-	14,616		23,991	-	25,233	_	21,097	

			Act	ual		Pre	ojected	Rate A	Rate Application		
	RY 2010		Y 2011		Y 2012	R	Y 2013	RY	2014		
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars		
City Can Collection											
Regular Payroll - FTE											
Managers & Supervisors	-	-	-	-	-	-	-	-	-		
Non-Exempt Non-Union	-	0.8	51,820	1.0	49,226	1.0	44,321	1.0	45,883		
Union - Clerical	-	-	-	-	-	-	-	-	-		
Union - Driver/Helper	7.0	6.9	533,039	7.3	574,467	7.5	629,030	7.5	659,922		
Union - Shop	-	-	-	-	-	-	-	-	-		
Total	7.0	7.6	584,860	8.3	623,693	8.5	673,351	8.5	705,805		
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	-	- - -	269 - 44,553 -		3,421 - 42,589 -	-	3,417 - 39,975 -	-	3,537 - 46,293		
								-	40,293		
Total	-	-	44,823	-	46,010	-	43,392	-			
Total Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper		- - - - - -	- 44,823 - 498 - 509,437	- - - - -	46,010 - 3,512 - 538,966	- - - - -	43,392 - 2,545 - 569,709		-		
Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical			- 498 -		- 3,512 -	- - - - - - - -	2,545	-	- 49,83 (- 2,63		

			Act			Pro	ojected	Rate Ap	oplication
	RY 2010		Y 2011		Y 2012	R)	/ 2013		2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
City Service									
Regular Payroll - FTE									
Managers & Supervisors	-	-	-	-	-	-	-	1.0	76,001
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	1.0	45,480
Union - Driver/Helper	-	-	-	-	-	0.8	72,289	10.6	951,945
Union - Shop	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	0.8	72,289	12.6	1,073,427
Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	-	-	-	-		-	- - 1,845 -	-	- - 7,715
Total	-	-	-	-	-	-	1,845	-	7,715
Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper			- - -	- - -	- - -	- - -	- - - 22,665		- - 579 504,515
Union - Shop	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	22,665	-	505,094

	Γ		Actu	Jal		Pro	ojected	Rate Application	
	RY 2010	R	Y 2011	R۱	2012	R۱	/ 2013	RY 2014	
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Commercial Organics									
Regular Payroll - FTE									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	16.0	16.6	1,361,601	18.4	1,524,091	20.7	1,671,843	21.4	1,826,101
Union - Shop	-	-	-	-	-	-	-	-	-
Total	16.0	16.6	1,361,601	18.4	1,524,091	20.7	1,671,843	21.4	1,826,101
Non-Exempt Non-Union Union - Clerical Union - Driver/Helper	-	- -	- - 204,093	- -	- - 219,569	- -	- - 154,457	- -	- - 165,276
Union - Shop	-	-	-	-	-	-	-	-	-
Total	-	-	204,093	-	219,569	-	154,457	-	165,276
Holiday & Weekend Payroll									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	-	-	446,533	-	474,262	-	574,929	-	621,739
Union - Shop	-	-	-	-	-	-	-	-	-
1			1	1			1	I	

			Act	ual		Pro	ojected	Rate A	oplication
	RY 2010		Y 2011		/ 2012		Y 2013	RY	2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Commercial Recycling									
Regular Payroll - FTE									
Managers & Supervisors	6.2	4.7	253,058	4.0	243,581	4.0	245,240	4.0	260,594
Non-Exempt Non-Union	1.0	2.0	86,038	4.5	206,339	4.5	200,980	5.0	233,484
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	16.0	15.7	1,284,561	14.9	1,249,018	15.4	1,300,112	15.9	1,403,582
Union - Shop	-	-	-	-	-	-	-	-	-
Total	23.2	22.4	1,623,657	23.4	1,698,938	23.9	1,746,332	24.9	1,897,659
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop		-	- 2,432 - 165,355 -	- - -	- 10,868 - 151,291 -	-	- 11,035 - 123,123 -	-	- 11,337 - 147,365
Total	-	-	167,787	-	162,160	-	134,158	-	158,701
Holiday & Weekend Payroll									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	-	-	196,315	-	192,425	-	211,285	-	228,892
Union - Shop		-	-	-	-	-	-	-	-
Total	-	-	196,315	-	192,425	-	211,285	-	228,89

	Γ		Act	ual		Pro	ojected	Rate A	pplication
	RY 2010	R	Y 2011	R	Y 2012	R	Y 2013	RY 2014	
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Fantastic 3 Organics									
Regular Payroll - FTE									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	28.8	30.4	2,364,509	35.6	2,850,852	35.6	2,856,830	35.6	3,165,800
Union - Shop	-	-	-	-	-	-	-	-	-
Total	28.8	30.4	2,364,509	35.6	2,850,852	35.6	2,856,830	35.6	3,165,800
Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop		- - -	- - 460,915 -	-	- - 476,572 -	-	- - 495,276 -	-	- - 546,709 -
Total	-	-	460,915	-	476,572	-	495,276	-	546,709
Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical		- - -	- - - 371,564		- - - 438,414		- - - 407,936	- - - -	- - - 453,986
Union - Driver/Helper			-						,
Union - Driver/Helper Union - Shop	-	-	-	-	-	-	-	-	-

			Actu	lal		Pro	ojected	Rate Ap	plication
	RY 2010	R۱	2011		2012	R	Y 2013		2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Fantastic 3 Co-Collection									
Regular Payroll - FTE									
Managers & Supervisors	18.7	19.6	1,336,625	19.8	1,415,571	20.0	1,445,352	21.0	1,556,899
Non-Exempt Non-Union	1.0	4.0	323,292	5.0	234,655	5.0	234,815	5.0	241,179
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	166.9	159.9	12,947,063	158.9	13,314,680	158.4	13,253,442	160.3	14,090,323
Union - Shop	-	-	-	-	-	-	-	-	-
Total	186.5	183.4	14,606,981	183.8	14,964,907	183.4	14,933,609	186.3	15,888,401
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	-	- - -	3,761 - 792,112	- - -	12,432 - 944,517		11,676 - 943,960		12,084 - 987,592 -
Total	-	-	795,873	-	956,949	-	955,635	-	999,676
Holiday & Weekend Payroll									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Managers & Supervisors Non-Exempt Non-Union	-	-	- 1,002	-	- 12,542	-	- 12,529	-	- 12,921
Managers & Supervisors Non-Exempt Non-Union Union - Clerical		-	-	-	-	- - -	-	-	-
Managers & Supervisors		-	- 1,002 - 2,477,649 -		- 12,542 - 2,663,818 -	- - - -	- 12,529 - 2,941,941 -		- 12,921 - 3,080,837

			Actu	ual		Pro	ojected	Rate A	Rate Application	
	RY 2010	RY	2011	R)	/ 2012	R)	/ 2013	RY 2014		
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars	
Frontload Collection										
Regular Payroll - FTE										
Managers & Supervisors	-	-	-	-	-	-	-	-	-	
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-	
Union - Clerical	1.0	1.0	42,050	1.0	53,145	1.0	55,365	1.0	58,152	
Union - Driver/Helper	17.5	16.1	1,317,405	15.4	1,294,340	15.9	1,329,412	15.9	1,403,279	
Union - Shop	-	-	-	-	-	-	-	-	-	
Total	18.5	17.1	1,359,455	16.4	1,347,485	16.9	1,384,778	16.9	1,461,431	
Non-Exempt Non-Union	-	-	-						-	
Union - Clerical Union - Driver/Helper	-	- -	513 113,743 -	-	- 1,465 218,698 -	- - -	- 1,465 223,571 -	- - -	1,544 233,732 -	
Union - Clerical	-	-		-		- - - -		-	- 1,544 233,733 -	
Union - Clerical Union - Driver/Helper Union - Shop Total Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper		-	113,743 -	- - -	218,698 -		223,571 -	- - -	- 1,54 233,73; - 235,27 (- - - 3,42	
Union - Clerical Union - Driver/Helper Union - Shop Total Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical		- - - - - -	113,743 - 114,256 - - 2,669	- - - - - - - - -	218,698 - 220,164 - - 3,456		223,571 - 225,036 - - 3,290	- - - - - - - - - -	- 1,544 233,732 - 235,276	

			Act	ual		Pro	ojected	Rate Application	
	RY 2010		/ 2011		/ 2012	R	Y 2013	RY	2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Rearload Collection									
Regular Payroll - FTE									
Managers & Supervisors	17.3	17.1	1,194,416	17.0	1,195,031	17.0	1,171,290	17.0	1,248,076
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	24.1	16.7	1,374,564	15.1	1,268,387	15.3	1,277,378	15.3	1,339,914
Union - Shop	-	-	-	-	-	-	-	-	-
Total	41.4	33.7	2,568,979	32.1	2,463,418	32.3	2,448,668	32.3	2,587,990
Non-Exempt Non-Union Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper Union - Shop	-	-	43,397	-	33,760	-	43,626	-	- 45,608 -
Union - Driver/Helper Union - Shop Total			43,397 - 43,397		33,760 - 33,760	- -	43,626 - 43,626		-
Union - Shop		-	-	-	-		-	-	-
Union - Shop Total		-	-	-	-	-	-	-	-
Union - Shop Total Holiday & Weekend Payroll Managers & Supervisors		-	- 43,397	-	- 33,760	- - - -	-	-	45,608
Union - Shop Total Holiday & Weekend Payroll		-	- 43,397	-	- 33,760	- - - - - - -	-	-	45,608
Union - Shop Total Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical		- - -	- 43,397	-	- 33,760	-	-	-	45,608
Union - Shop Total Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union		- - - - -	- 43,397 - - -	- - - - -	- 33,760 - - -	- - - - - - - - - - - - - - - - - - -	- 43,626 - - -	- - - - -	- 45,608 - - -

	Γ		Act	ual		Pro	ojected	Rate A	pplication
	RY 2010	R	Y 2011	R	Y 2012	R	Y 2013	RY 2014	
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Recycling Development & Sales									
Regular Payroll - FTE									
Managers & Supervisors	2.2	3.0	258,200	3.0	267,131	3.0	287,929	3.0	289,994
Non-Exempt Non-Union	3.0	2.5	129,035	1.0	61,266	1.0	63,605	1.0	61,325
Union - Clerical	-	-	-	-	-	-	-	-	-
Union - Driver/Helper	-	-	-	-	-	-	1,812	-	6,529
Union - Shop	-	-	-	-	-	-	-	-	-
Total	5.2	5.5	387,235	4.0	328,398	4.0	353,346	4.0	357,848
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	-	- - -	5,316 - - -		98 - - -	-	98 - - -		102 - - -
Total	-	-	5,316	-	98	-	98	-	102
Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper	- - - -	- - -	- - -	- - -	- - -	- - -	- - -	- - - -	- - -
Union - Shop		-	-	-	-	-	-	-	-

			Act	ual		Pro	ojected	Rate Ap	plication
	RY 2010		Y 2011		/ 2012		Y 2013		2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Roll-Off Collection									
Regular Payroll - FTE									
Managers & Supervisors	8.0	8.0	721,960	8.0	718,428	8.0	740,496	8.0	776,595
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	5.0	5.0	229,401	5.0	255,000	5.0	245,046	5.0	255,450
Union - Driver/Helper	28.7	27.0	2,255,691	27.2	2,336,305	27.5	2,356,000	27.5	2,471,774
Union - Shop	1.5	-	972	-	768	1.0	86,572	1.0	90,886
Total	43.2	40.0	3,208,024	40.2	3,310,502	41.4	3,428,114	41.4	3,594,704
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	- - - -	- - - -	- - 3,037 301,035 -	- - - -	- - 3,698 314,777 -	- - - -	- 3,601 307,562 1,512	- - - -	- 3,763 321,060 1,581
Total	-	-	304,072	-	318,476	-	312,675	-	326,403
Holiday & Weekend Payroll									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	7,022	-	9,951	-	11,075	-	11,482
Union - Driver/Helper	-	-	371,059	-	379,338	-	398,848	-	416,207
					1 0 1 1		00.400		
Union - Shop	-	-	(2)	-	1,011	-	60,480	-	63,229

			Act	ual		Pre	ojected	Rate Ap	plication
	RY 2010		Y 2011		/ 2012		Y 2013		2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
General & Administrative									
Regular Payroll - FTE									
Managers & Supervisors	16.7	16.0	1,615,532	16.9	1,879,723	19.5	2,214,576	20.0	2,342,240
Non-Exempt Non-Union	16.0	15.9	805,175	13.1	671,139	11.7	617,187	12.0	661,308
Union - Clerical	17.5	19.1	934,052	20.2	979,402	22.3	1,167,053	24.0	1,305,528
Union - Driver/Helper	0.1	-	-	-	-	-	-	-	-
Union - Shop	-	-	-	-	-	-	-	-	-
Total	50.2	51.0	3,354,759	50.2	3,530,264	53.5	3,998,815	56.0	4,309,076
Managers & Supervisors Non-Exempt Non-Union Union - Clerical Union - Driver/Helper Union - Shop	-		- 66,784 26,795 - -	-	57,674 26,437 -	-	54,788 24,654 -	-	- 56,519 25,439 - -
Total	-	-	93,580	-	84,111	-	79,441	-	81,958
Holiday & Weekend Payroll Managers & Supervisors Non-Exempt Non-Union		-	- 971	-	- 2,197	-	- 1,940	-	2,008
Union - Clerical	-	-	27,830	-	40,528	-	47,253	-	49,74
Union - Driver/Helper	-	-	-	-	-	-	-	-	-
Union - Shop		-		-				-	_

			Act	ual		Pr	ojected	Rate A	pplication
	RY 2010	R	Y 2011	R	Y 2012	R	Y 2013	RY	2014
	HC	HC	Dollars	HC	Dollars	HC	Dollars	HC	Dollars
Truck & Garage									
Regular Payroll - FTE									
Managers & Supervisors	5.3	6.8	539,668	6.0	475,502	6.0	527,737	6.0	515,965
Non-Exempt Non-Union	1.0	0.8	9,396	-	-	-	-	-	-
Union - Clerical	2.0	2.0	102,621	2.0	90,383	2.0	98,791	2.0	103,763
Union - Driver/Helper	14.5	11.9	943,547	12.0	961,761	13.9	1,159,582	14.0	1,259,885
Union - Shop	46.2	46.0	3,329,736	44.8	3,329,139	49.4	3,634,040	51.3	3,950,983
Total	68.9	67.4	4,924,967	64.8	4,856,786	71.4	5,420,150	73.3	5,830,596
Quantization									
Overtime Managers & Supervisors		-	-		_				
Non-Exempt Non-Union	-	-	- 3,880	-	-	-	-	-	-
Union - Clerical	-	-	20	-	- 33	-	- 33	-	- 34
Union - Driver/Helper		-	176,155	-	220,915	-	139,117	_	145,439
Union - Shop		-	288,426	_	328,244	_	296,341	_	307,886
Total	_	-	468,481		549,192		435,491		453,359
		-	400,401	-	545,152		455,451	-	400,000
Holiday & Weekend Payroll									
Managers & Supervisors	-	-	-	-	-	-	-	-	-
Non-Exempt Non-Union	-	-	-	-	-	-	-	-	-
Union - Clerical	-	-	6,146	-	5,652	-	5,614	-	5,804
Union - Driver/Helper	-	-	108,817	-	122,967	-	107,454	-	112,835
Union - Shop	-	-	512,577	-	529,265	-	546,984	-	578,335
Total	-	-	627,541	-	657,884	-	660,052	-	696,974

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule G.2</u> Employee Pension Expense for the Rate Years ending June 30,

	Actu	al	Projection	Rate Application
	RY 2011	RY 2012	RY 2013	RY 2014
Amount	9,643,249	20,004,212	14,531,250	12,886,750

Recology Contributions	Oct-Sep 2012	Oct-Sep 2013	Oct-Sep 2014	Oct-Sep 2015	Oct-Sep 2016
Sunset and Golden Gate	19,602,000	12,841,000	12,902,000	12,907,000	12,986,000
Recology San Francisco	6,318,000	4,217,000	4,299,000	4,304,000	4,413,000
Other	12,630,000	7,942,000	7,799,000	7,789,000	7,601,000
Total Recology Contributions	38,550,000	25,000,000	25,000,000	25,000,000	25,000,000
Rate Year		RY 2013	RY 2014	RY 2015	RY 2016
Sunset and Golden Gate		14,531,250	12,886,750	12,905,750	12,966,250
Recology San Francisco		4,742,250	4,278,500	4,302,750	4,385,750
Other		9,114,000	7,834,750	7,791,500	7,648,000
Total Recology Contributions		28,387,500	25,000,000	25,000,000	25,000,000

Recology Sunset Scavenger/Recology Golden Gate

Rate Application, Schedule G.3

Health Insurance & Postretirement for the Rate Years ending June 30,

	Actua	ıl	Projection	Rate Application
Health Insurance	RY 2011	RY 2012	RY 2013	RY 201
Monthly Rate	1,632	1,739	1,911	2,050
No. of Months/Year	12	12	12	12
Annual Rate	19,579	20,863	22,932	24,599
Actual Headcount	581	577	593	620
Health Insurance	11,374,697	12,038,214	13,591,032	15,251,628
Reinsurance Fees				, ,
Annual Rate		_	-	110
No. of Enrollment (Dependent & Employee)				1,921
Self Insured Prescription				211,310
I			-	,
Annual Rate	-	-	-	110
No. of Enrollment (Dependent & Employee)				273
Fully Insured Prescription with Health Net	-	-	-	30,030
Reinsurance Fees	-	-	-	241,340
Postretirement Medical	RY 2011	RY 2012	RY 2013	RY 2014
Rule 84	3,696,610	949,976	-	-
RSP (See below)	1,855,910	2,138,138	2,793,412	3,328,216
Postretirement Medical	5,552,520	3,088,114	2,793,412	3,328,216
Health Insurance & Postretirement	16,927,217	15,126,328	16,384,444	18,821,184
Local 350 Union Retirement Security Plan (F	(SP)			
Regular RSP				
Increase Effective Month			Jul-12	Jul-1
Increase % Regular Monthly Rate			441.93	11.00% 490.5
Supplemental RSP				
Increase Effective Month			Oct-12	Jul-1
Increase % Supplemental Monthly Rate			<i>10.0%</i> 44.19	10.0% 49.0
Rate Year	RY 2011	RY 2012	RY 2013	RY 201
Total Monthly Rate	355	399	475	54
No. of Months/Year	12	12	12	1
Annual Rate	4,263	4,783	5,701	6,475
	480	480	490	51
Actual Union Headcount	480			
Actual Union Headcount Postretirement	2,048,133	2,294,343	2,793,412	3,328,216
			2,793,412	3,328,216

Recology Sunset Scavenger/Recology Golden Gate

Rate Application, Schedule G.4

Workers Compensation Expense for the Rate Years ending June 30,

	Actua	al	Projection	Rate Application
	RY 2011	RY 2012	RY 2013	RY 2014
Payroll	54,082,057	55,712,272	57,775,551	63,348,466
% of Payroll	8.2%	8.4%	10.0%	10.0%
Workers Compensation	4,418,552	4,690,671	5,778,967	6,348,637

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule H.1</u> Capital Summary Lease Expense and Depreciation for the Rate Years ending June 30,

Lease Expenses	Actual											Projected		F	Rate Application																																
Description	RY 2007	R	RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2008		RY 2009		RY 2010		RY 2011		RY 2012		RY 2013		RY 2014
Additions														\$	966,682																																
Existing Leases in 2006 Rate New Leases after 2006 Rate New Leases for RY2013	\$ 10,088,002 477,099	\$	9,807,591 2,242,428	\$	7,822,183 4,212,760	\$	3,157,481 5,725,848	\$	1,000,961 8,458,525	\$	332,737 11,842,188	\$	۔ 12,284,445 723,000	\$	- 11,592,342 1,446,000																																
Salvage Value	(32,000)		(43,160)		(62,700)		(563,676)		(524,650)		(391,327)		(200,000)		(200,000)																																
Total Lease Expense	\$ 10,533,101	\$ 1	12,006,859	\$	11,972,243	\$	8,319,653	\$	8,934,836	\$	11,783,598	\$	12,807,446	\$	13,805,025																																

Depreciation		Actual									Projected	F	ate Application	
Description	F	RY 2007		RY 2008		RY 2009		RY 2010		RY 2011	RY 2012	RY 2013		RY 2014
Additions													\$	3,333
Existing Depreciation in 2006 Rate New Depreciation after 2006 Rate New Depreciation for RY2013	\$	240,374 28,288	\$	204,286 57,106	\$	188,654 69,530	\$	139,640 95,436	\$	116,027 102,497	\$ 109,233 122,744	\$ 100,695 148,387 41,100	\$	77,700 148,387 82,200
Total Depreciation	\$	268,662	\$	261,392	\$	258,184	\$	235,076	\$	218,523	\$ 231,977	\$ 290,182	\$	311,621

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule H.2</u> <u>Detail Capital Items and Lease Calculations for the Rate Years June 30,</u> (\$000 omitted)

-

		50%	50%
	L4	L7	L10
Lease Rate			
		7 Yr.	10 Yr.
Monthly		1.35%	1.00%
Annual		16.20%	11.99%

		RY 2013			RY 2014		Projected Lease Expense				
	Quantity	Price	Costs	Quantity	Price	Costs	Term	RY 2013	RY 2014		
Operating Equipment											
Flatbeds & Stakebeds	-	-	\$-	1	\$ 83.00		L7	\$ -	\$ 7		
Front Loader	4	305.15	1,221	4	340.00	1,360	L7	99	308		
Pickup	-	-	-	3	44.00	132	L7	-	11		
Rear Loader	2	337.50	675	8	349.50	2,796	L7	55	336		
Roll-Off	-	-	-	4	247.50	990	L7	-	80		
Shop Truck	-	-	-	2	83.00	166	L7	-	13		
Side Loader	13	325.26	4,228	8	366.38	2,931	L7	342	922		
Specialty Truck	1	230.00	230				L7	19	37		
Sweeper Truck	-	-	-	1	40.00	40	L7	-	3		
24' MEA Vans				5	121.00	605	L7	-	49		
Forklift	-	-	-	3	47.33	142	L7	-	12		
Equipment	1	44.95	45				L7	4	7		
Hardware for RFID Project		-	-	12	11.00	132	L7	-	11		
4 yd - BBD	7	0.70	5	7	0.72	5	L7	0	1		
6 yd - BBD	3	0.80	2	3	0.83	2	L7	0	1		
Carts - 20 gal Inserts	2,500	0.02	45	2,500	0.02	45	L7	4	11		
Carts - 32 gal HD - w/locks	600	0.04	26	600	0.04	26	L7	2	6		
Carts - 32 gal Heavy Duty	25,000	0.04	875	25,000	0.04	883	L7	71	213		
Carts - 64 gal HD w/locks	1,000	0.05	47	1,000	0.05	48	L7	4	11		
Carts - 64 gal Heavy Duty	14,000	0.04	546	14,000	0.04	552	L7	44	133		
Carts - 96 gal HD w/locks	600	0.05	32	600	0.05	32	L7	3	8		
Carts - 96 gal Heavy Duty	8,000	0.05	360	8,000	0.05	364	L7	29	88		
Debris Box - 09 Yard	10	3.30	33	10	3.35	33	L7	3	8		
Debris Box - 15 Yard	10	3.70	37	10	3.76	38	L7	3	9		
Debris Box - 15 Yard Rolling Lid	4	5.10	20	4	5.18	21	L7	2	5		
Debris Box - 20 Yard	10	4.90	49	10	4.97	50	L7	4	12		
Debris Box - 20 Yard Rolling Lid	4	6.60	26	4	6.70	27	L7	2	6		
Debris Box - 30 Yard	10	6.00	60	10	6.09	61	L7	5	15		
Debris Box - 40 Yard W/ Wheels	10	7.00	70	10	7.11	71	L7	6	17		
Frontloader - 1 Yard Metal Lids	80	0.41	33	80	0.42	33	L7	3	8		
Frontloader - 1.5 Yard Metal Lids	50	0.47	24	50	0.48	24	L7	2	6		
Frontloader - 2 Yard Metal Lids	80	0.52	42	80	0.53	42	L7	3	10		
Frontloader - 3 Yard Metal Lids	80	0.59	47	80	0.60	48	L7	4	12		
Frontloader - 4 Yard Metal Lids	90	0.70	63	90	0.71	64	L7	5	15		
Frontloader - 5 Yard Metal Lids	20	0.76	15	20	0.78	16	L7	1	4		
Frontloader - 6 Yard Metal Lids	30	0.80	24	30	0.81	24	L7	2	6		

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule H.2</u> <u>Detail Capital Items and Lease Calculations for the Rate Years June 30,</u> (\$000 omitted)

-

		50%	50%
	L4	L7	L10
Lease Rate			
		7 Yr.	10 Yr.
Monthly		1.35%	1.00%
Annual		16.20%	11.99%

		RY 2013			RY 2014		Pr	ojected Lease Exp	ense	
	Quantity	Price	Costs	Quantity	Price	Costs	Term	RY 2013	F	RY 2014
Frontloader - 7 Yard Metal Lids	15	0.92	14	15	0.93	14	L7	1		3
Rearloader - 1 Yard Metal Lids	35	0.40	14	35	0.41	14	L7	1		3
Rearloader - 2 Yard Metal Lids	35	0.52	18	35	0.53	19	L7	1		4
Total Operating Equipment	52,304		\$ 8,926	52,334		<mark>\$ 11,934</mark>		<mark>\$ 723</mark>	\$	2,413
- · · · ·										
Existing Leases										
Computer Equipment									\$	65
Containers										1,370
Furniture & Fixtures										8
Machinery & Equipment										161
Trucks & Auto										9,989
Total Existing Leases									\$	11,592
Salvage Value for Replacement Vehicles									\$	(200
Total Company									\$	13,805

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule H.3</u> Depreciation for the Rate Years ending June 30.

									50.00%		50.00%
	Costs						Life		Projecte	d De	epreciation
Description	RY 2013	R	Y 2014		RY 2015	RY 2016	(Years)		RY 2013		RY 2014
Roof Replacement			100,000		80,000	125,000		15			3,333
Total Additions		\$	100,000	\$	80,000	\$ 125,000				\$	3,333
Existing Depreciation											
Buildings & Improvements								\$	10,186	\$	10,186
Computer Equipment									-		-
Containers Furniture & Fixtures									725 16,373		725 16,114
Land Improvements									54,881		54,881
Leasehold Improvements									121,854		113,903
Machinery & Equipment									45,063		30,279
Total Existing Depreciation								\$	249,082	\$	226,088
Additions for Current Year (RY 2013)	-	1		-						-	
Bayshore Roof	\$ 107,000						15	\$	3,567	\$	7,133
Facility Upgrade-Maintaining/Servicing CNG											
Powered Equipment	920,000						15		30,667		61,333
Parking Lot	206,000						15		6,867		13,733
Total Additions for Current Year (RY 2013)	\$ 1,233,000							\$	41,100	\$	82,200
Total Depreciation								\$	290,182	\$	311,621

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule I</u> Insurance for the Rate Years ending June 30,

	Ac	tual		Projection	R	ate Application
	RY 2011		RY 2012	RY 2013		RY 2014
Liability Insurance	\$ 2,982,134	\$	2,790,951	\$ 3,005,238	\$	3,130,534

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule J.1</u> Intercompany Disposal Expenses for the Rate Years ending June 30,

	Actual				Projection	Rate Application
Item Description		RY 2011	RY	2012	RY 2013	RY 2014
Disposal Tons						
Bulky Item Refuse		4,087	4	,242	4,236	6,398
Commercial Refuse		60,399	58	,742	57,865	56,980
Fantastic 3 Refuse		159,078	153	,178	152,538	151,891
Roll-off Refuse		47,279	42	,449	43,052	43,482
Total Disposal Tons		270,843	258	,611	257,692	258,751
Rate per Ton	\$	140.76	\$ 14	0.76	\$ 140.76	\$ 159.43
Disposal Expenses						
Bulky Item Refuse		575,286	597.	,104	596,259	1,020,040
Commercial Refuse		8,501,763	8,268	,524	8,145,146	9,084,415
Fantastic 3 Refuse		22,391,819	21,561	,335	21,471,184	24,216,088
Roll-off Refuse		6,654,941	5,975	,069	6,060,067	6,932,405
Total I/C Disposal Expenses	\$	38,123,810	\$ 36,402	,032	\$ 36,272,657	\$ 41,252,947

	Act	tual		Projectior		Rate Application
Processing	RY 2011		RY 2012	RY 2013	3	RY 2014
Recycling						
Mixed-Paper Line Source-Separated Line Mixed-Commercial Line Single-Stream Line Roll-off Recycle Total Recycling Tons Organics Commercial Organics	14,294 1,555 3,428 114,182 43,683 177,142 80,573		13,669 1,612 3,286 113,338 51,608 183,513 87,651	13,669 1,612 3,286 111,258 52,124 181,949 88,528		13,669 1,612 3,286 109,178 52,645 180,390 89,413
Fantastic 3 Organics	60,785		64,046	64,686		65,333
Total Organics Tons	141,358		151,697	153,214		154,746
Total Processing Tons	318,500		335,210	335,163		335,136
Processing Fee per Ton	\$ 140.76	\$	140.76	\$ 140.76	\$	159.43
Total Processing Charges Recycling						
Mixed-Paper Line Source-Separated Line Mixed-Commercial Line Single-Stream Line Roll-off Recycle Concrete Inerts & Others	\$ 2,012,023 218,882 482,525 16,072,258 6,148,819 54,402 133,991	\$	1,924,048 226,905 462,537 15,953,457 7,264,342 100,418 528,405	\$ 1,924,048 226,905 462,537 15,660,676 7,336,986 528,000	\$	2,179,263 257,003 523,890 17,406,362 8,393,298 528,000
Total Recycling	\$ 25,122,901	\$	26,460,113	\$ 26,139,153	\$	29,287,816
Organics Commercial Organics Fantastic 3 Organics	\$ 11,341,455 8,556,097	\$	12,337,755 9,015,115	\$	\$	14,255,173 10,416,160
Total Organics	\$ 19,897,552	\$	21,352,870	\$ 21,566,398	\$	24,671,332
Total Processing Expenses	\$ 45,020,453	\$	47,812,983	\$ 47,705,551	\$	53,959,148

Inflation								3%	
		Act		Projection			Rate Application		
Item		RY 2011		RY 2012		RY 2013		RY 201 4	
Licenses & Permits									
Bulky Item Collection	\$	18,545	\$	16,527	\$	17,023	\$	17,534	
City Can Collection		28,329		20,111		20,714		21,335	
City Service								19,555	
Commercial Organics		7,927		3,718		3,830		3,945	
Commercial Recycling		11,348		3,301		3,400		3,502	
Fantastic 3 Organics		45,677		49,295		50,773		52,297	
Fantastic 3 Co-Collection		400,216		438,965		452,134		465,698	
Frontload Collection		61,708		55,695		57,365		59,086	
Rearload Collection		123,829		204,400		210,532		216,848	
Recycling Development & Sales		857		697		717		739	
Roll-Off Collection		184,500		183,625		189,134		194,808	
General & Administrative		25,179		21,837		22,492		23,167	
Truck & Garage		32,133		34,148		35,173		36,228	
DPH License Fee		587,478		589,119		590,760		590,760	
Total Licenses & Permits	\$	1,527,726	\$	1,621,437	\$	1,654,047	\$	1,705,501	
Parts									
Bulky Item Collection	\$	18,983	\$	16,646	\$	17,815	\$	18,349	
City Can Collection	Ψ	29,702	Ψ	5,069	Ψ	5,221	Ψ	5,377	
Commercial Organics		43,496		48,614		51,044		52,576	
Commercial Recycling		39,867		42,497		44,622		45,961	
Fantastic 3 Organics		282,773		294,382		309,101		318,374	
Fantastic 3 Co-Collection		1,055,157		732,063		938,159		966,304	
Frontload Collection		96,103		87,958		92,030		94,791	
Rearload Collection		106,003		112,848		109,426		112,709	
Recycling Development & Sales		306		2,541		1,423		1,466	
Roll-Off Collection		163,289		154,547		158,918		163,686	
Truck & Garage		151,344		128,082		139,713		143,905	
Total Parts	\$	1,987,022	\$	1,625,248	\$	1,867,473	\$	1,923,497	

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule L.2</u> Repair and License Costs for the Rate Years ending June 30,

Inflation								3%
		Ac	tual			Projection		Rate Application
Item		RY 2011		RY 2012		RY 2013		RY 2014
Tires	1							
Bulky Item Collection	\$	6,606	\$	5,396	\$	5,320	\$	5,479
City Can Collection	φ	4,807	φ	5,390	φ	5,520	φ	5,810
Commercial Organics		15,266		14,153		13,953		14,371
Commercial Recycling		14,990		18,964		18,695		19,256
Fantastic 3 Organics		62,480		84,734		83,535		86,041
Fantastic 3 Co-collection		190,574		188,449		185,781		191,354
Frontload Collection		37,376		46,418		45,761		47,133
Rearload Collection		29,048		43,310		42,697		43,977
Roll-Off Collection		59,512		64,074		63,167		65,062
Truck & Garage		13,023		6,404		6,313		6,503
Total Tires	\$	433,683	\$	477,624	\$	470,862	\$	484,988
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Repairs								
Bulky Item Collection	\$	5,370	\$	2,586	\$	2,586	\$	2,663
City Can Collection		2,903		1,029		1,029		1,060
City Service								100,200
Commercial Organics		16,296		3,920		3,920		4,037
Commercial Recycling		7,454		18,646		18,646		19,205
Fantastic 3 Organics		13,703		36,845		36,845		37,950
Fantastic 3 Co-Collection		169,020		191,117		194,141		199,966
Frontload Collection		12,722		23,820		23,820		24,535
General & Administrative		47,434		49,573		49,573		51,061
Rearload Collection		94,648		113,109		113,109		116,502
Recycling Development & Sales		1,828		2,933		2,933		3,021
Roll-Off Collection		308,553		317,081		317,081		326,594
Truck & Garage		405,072		363,857		363,857		374,773
Total Repairs	\$	1,085,001	\$	1,124,517	\$	1,127,541	\$	1,261,567

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule L.5</u> Contract Services for the Rate Years ending June 30,

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Inflation	-					3%
	Actual				Projection	Rate Application
Item		RY 2011		RY 2012	RY 2013	RY 2014
Contract Services						
Commercial Organics	\$	13,078	\$	10,579	\$ -	\$ -
Fantastic 3 Recycling		8,268		72,656	74,836	77,081
General & Administrative		356,231		359,435	334,435	344,469
Recycling Development & Sales		206,970		56,191	57,877	59,613
Equipment Installation and Service		210,311		225,734	232,506	239,481
Total Contract Services	\$	794,859	\$	724,595	\$ 699,654	\$ 720,644

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule M.2</u> Professional Services for the Rate Years ending June 30,

Inflation						3%
	Act	ual		Projection	F	Rate Application
ltem	RY 2011		RY 2012	RY 2013		RY 2014
Accounting Fees	\$ 111,780	\$	128,235	\$ 132,082	\$	136,045
Engineering Fees	1,876		2,090	2,153		2,217
Legal Fees	721,031		346,840	533,936		883,287
Other Professional Fees	227,638		201,923	214,781		387,891
Total Professional Services	\$ 1,062,325	\$	679,089	\$ 882,951	\$	1,409,440

Recology Sunset Scavenger/Recology Golden Gate Rate Application, <u>Schedule M.3</u> Corporate Services Expense for the Rate Years ending June 30,

nflation 3.70								3.70%
		Actual				Projection	Rate Application	
Item Description		RY 2011		RY 2012		RY 2013		RY 2014
Corporate Management	\$	1,199,336	\$	1,253,701	\$	1,300,088	\$	1,348,191
Sustainability		232,246		187,735		194,681		201,885
Human Resources		467,356		513,088		532,072		551,759
Corporate Accounting Services		1,835,514		1,765,281		1,830,597		1,898,329
Environmental Compliance		421,389		432,408		448,407		464,998
IT Services		1,849,599		1,873,265		1,942,576		2,014,451
Total Corporate Services	\$	6,005,440	\$	6,025,479	\$	6,248,421	\$	6,479,613

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