

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 6/19/12 **Approx Start Time:** 10:30 **Approx Length:** 30 minutes

Presentation Title: Solid Waste Administration: Fee Adjustment

Department: DTD-Office of Sustainability

Presenters: Susan Ziolko, Rick Winterhalter

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Staff requests the Board concur with the Solid Waste Commission recommendation to adjust solid waste collection fees.

EXECUTIVE SUMMARY:

The Office of Sustainability of the Department of Transportation and Development (DTD) is responsible for managing the County's integrated solid waste collection system. This includes an annual review of the production records of the 11 franchised solid waste collection companies currently holding the County's 23 franchises. The purpose of the review is to ensure the solid waste collection services requested by the citizens of the County are being provided as safely and as efficiently as possible. The review is used to establish the fees charged for the variety of services required by the County and ensure a fair return on revenues to the collectors.

The County is currently divided into four fee zones: 1) Urban; 2) Rural; 3) Distant Rural and 4) Mountain. The Urban zone is within the Metro Urban Growth Boundary established prior to March 2003. Zones are differentiated by services offered (no Yard Debris outside Urban zone) and the distances traveled between houses and to disposal sites.

The fees are proposed to take effect on August 1, 2012 to coincide with the Metro disposal fee increase. The Solid Waste Commission has recommended an increase for the most common service level, the 32 gallon can/cart collected weekly, of 45 cents per month from \$28.20 to \$28.65 in the Urban fee zone, a 1.6% adjustment. All other classes of service follow similar adjustments.

Analysis has been conducted on a range of factors impacting the cost of providing service, including labor and fuel costs and increases in disposal fees at Metro transfer stations. This process is assisted by a certified public accountant to review franchisee financial records.

The market value of recyclables (recycling revenues partially offset costs) was stronger during 2011 than expected and exceeded our conservative projections. This trend is not expected to continue into the coming year and is reflected in this year's projections.

The Metro Council has adopted an increase to the cost of disposal of \$4.31 per ton effective August 1, 2012. It is necessary to pass this fee through in order to ensure the franchisees are able to recover this increase. Disposal expense is approximately 30% of the direct operational expenses. (Metro staff report attached.) A disposal fee increase of this or greater magnitude can be expected over the next several years.

The anticipated increase in fuel and labor costs and the disposal fee increase have been factored into the projections used to calculate the proposed fee adjustments.

In August 2011 fees were adjusted upwards in all zones for all service types. The following tables illustrate staff's current proposed fee adjustments necessary in each zone to continue the provision of solid waste collection services the public has come to expect. The 32-35 gallon can/cart is the predominant service level. (See attachments for proposed changes to other service levels.)

32/35 gallon can/cart	Current	Proposed	Change
Urban	\$28.20	\$28.65	\$0.45
Rural	\$24.85	\$25.30	\$0.45
Distant Rural	\$29.80	\$30.35	\$0.55
Mountain Zone	\$31.05	\$31.60	\$0.55

Staff is proposing an increase for container service based on cubic yard serviced. This reflects the adjustments to fuel and disposal costs as mentioned above.

Container Fees	Adjustment Per Cubic Yard
Urban	\$2.62
Rural	\$2.82
Distant Rural/Mountain	\$2.77

Staff is recommending a monthly rent be applied to all customers with a permanent box on site. Past practice has been to apply rental based on frequency of service for both temporary (occasional) and permanent customers. While this method is suitable for the occasional customer utilizing drop box service it is not appropriate for a permanent customer, because the permanent customer is using the container 100% of the time. For example, the commercial/industrial/multifamily customers using containers have the full monthly cost of their containers built into their rate, regardless of the frequency of service. Similarly, permanent drop box customers should pay for the cost of their drop box on a monthly basis, regardless of the frequency of service.

Open Drop Box:	
Commercial/Industrial/Multifamily -All Zones	Proposed
All Sizes-per month	\$50.00

Further background materials are attached.

FINANCIAL IMPLICATIONS (current year and ongoing):

The County collects a franchise fee from the solid waste collection franchisees to administer the integrated solid waste management plan and perform regulatory duties. Based on projections proposed changes will generate approximately \$11,000.

LEGAL/POLICY REQUIREMENTS:

Chapter 10.03 of the County Code relates to solid waste management generally and Chapter 10.03.340 speaks to Waste Management Fees specifically.

PUBLIC/GOVERNMENTAL PARTICIPATION:

N/A

OPTIONS:

- Adjust fees as proposed to meet the expected increases in expenses.
- Keep fees at current levels.

RECOMMENDATION:

On June 5, 2012 members of the Solid Waste Commission met. The Commission recommended the results of this year's annual financial review of the integrated solid waste management program be presented to the Board of County Commissioners. It was further, unanimously, recommended to accept the fee adjustments as presented by staff to take effect August 1, 2012.

ATTACHMENTS:

1. Waste Management Fee Schedule
2. Composite Summary of Review
3. History of Collection Fee
4. Metro Council Packet

SUBMITTED BY:

Division Director/Head Approval *Susan A. Zolke*
Department Director/Head Approval *Tom Palmer*
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Rick Winterhalter @ 503-742-4466

**Office of Sustainability
Supporting Documents**

History: Solid Waste Collection Fee Adjustment

- ORS 459A.085(3) allows the Counties and Cities to "...displace competition with a system of regulated [integrated solid waste] collection service by issuing franchises which may be exclusive if service areas are allocated."
- The State also provides to Cities and Counties the authority to assess fees that are adequate to provide necessary collection service and allow the recovery of the costs necessary to provide the opportunity to recycle.
- The Office of Sustainability (OS) of the Department of Transportation and Development (DTD) is responsible for managing the County's Integrated Solid Waste Collection System.
- One condition of maintaining a County franchise in good standing is:
On an annual basis submit production, sale and purchase records, which include income and expense statements, labor hours, truck hours, customer and receptacle counts, tonnage reports, and which may include, at the County's option, financial statements and tax returns, for 12 month periods, beginning January 1 and ending December 31 of the previous year, for purposes of Solid Waste Management Fee review... (Clackamas County Solid Waste and Recycling Collection Services Administrative Regulations for Franchisee & Customer; Adopted 10/10/1994, Last amended 4/19/2000)
- The County currently manages 23 franchises. These franchises are held by 14 companies a mix of locally owned Subchapter C corporations and publicly traded corporations. Some of the franchises consolidate their annual reports, resulting in fewer reports than franchisees.
- The County has a contract with Bell & Associates, Inc. a consulting firm specializing in solid waste financial analysis, to perform an analysis of the data submitted.
- The information submitted by the individual franchises is consolidated to create a composite 'franchisee.' Costs are adjusted to eliminate those allowed for tax purposes but not allowed for determining collection fees. This composite is used to analyze the financial health of the entire system.
- The County determines the systems' health based on return on revenues. The county's policy is to measure the health of the solid waste collection system within a range of 8-12% return on revenues. When the system falls within this range typically neither an increase nor decrease in fees is deemed necessary. Special circumstances, such as the addition of new programs or anticipated increases in expenses outside the control of the companies, may cause exceptions.
- Metro Council has approved an increase in the disposal fee by \$4.31 per ton on August 1, 2012; raising the tip fee to \$93.84. The 'transaction fee' of \$3.00 for account customers is to remain the same. For analytical purposes when calculating disposal it is assumed each transaction is a five (5) ton load; therefore an additional \$0.60 (to account for the transaction fee at the transfer station) is added to the disposal fee to arrive at an effective

disposal fee of \$94.44 beginning August 1, 2011. A 4.5% increase has been factored into the projections calculated in the financial review.

- A 0% increase in the cost of disposing yard debris has been factored into the projections.
- Other notable expenses are rising, but at a lower percentage in the recent past. Driver wages are increasing by 2.0% and health insurance for all employees was held flat this year.
- Last year fuel was projected to increase by 30.86%. This year the projected increase is set at 4.99%.
- Other costs have not been projected to increase.
- After reviewing the production records submitted by the franchisees, and making agreed upon adjustments and applying projected increases, it has been determined that collection fee adjustments will need to be made in each of the collection zones for the coming year.
- Staff is recommending a monthly rent be applied to all customers with a permanent box on site. Past practice has been to apply rental based on frequency of service for both temporary (occasional) and permanent customers. While this method is suitable for the occasional customer utilizing drop box service it is not appropriate for a permanent customer, because the permanent customer is using the container 100% of the time. For example, the commercial/industrial/multifamily customers using containers have the full monthly cost of their containers built into their rate, regardless of the frequency of service. Similarly, permanent drop box customers should pay for the cost of their drop box on a monthly basis, regardless of the frequency of service.

History of Fee Adjustments

August 1, 2011

- Metro Council approved an increase in the disposal fee by \$3.68 per ton on August 1, 2011; raising the tip fee to \$89.53. The 'transaction fee' of \$3.00 for account customers is to remain the same. For analytical purposes when calculating disposal it is assumed each transaction is a five (5) ton load; therefore an additional \$0.60 (to account for the transaction fee at the transfer station) is added to the disposal fee to arrive at an effective disposal fee of \$90.13 beginning August 1, 2011. This 4.3% increase has been factored into the projections calculated in the financial review.
- A 0% increase in the cost of disposing yard debris has been factored into the projections.
- Other notable expenses are rising, but at a lower percentage in the recent past.. Driver wages are increasing by 3.17% and health insurance for all employees is increasing by 12.86%.
- Last year fuel was projected as a negative 12.73%. This year a projected increase is at 30.86%.
- Other identified costs have been projected to increase at 3.17%.

- After reviewing the production records submitted by the franchisees, and making agreed upon adjustments and applying projected increases, it has been determined that collection fee adjustments will need to be made in each of the collection zones for the coming year.

32/35 gallon can/ cart	Current	Proposed	Change
Urban	\$27.45	\$28.20	\$0.75
Rural	\$24.20	\$24.85	\$0.65
Distant Rural	\$29.10	\$29.80	\$0.70
Mountain Zone	\$30.35	\$31.05	\$0.70

- Staff is proposing an increase for container service based on cubic yard serviced. This reflects the effects as mentioned above.

Fee Zone	Adjustment Per Cubic Yard
Urban	\$2.51
Rural	\$2.90
Distant Rural/Mountain	\$2.99

- Staff is also proposing a small increase to drop box service fees and an increase in the Urban Zone delivery fee to more accurately capture the costs associated with this service.

Urban Zone	Current	Proposed	Change
Delivery Fee	\$25.00	\$40.00	\$15.00

- The basic service charges for collecting and tipping a drop box/compactor have not changed since 2009. The following are the proposed changes to Open Drop Box and Compactor service in all zones.

Open Drop Box-All Zones	Current	Proposed	Change
10/20 Cubic Yards	\$110.00	\$113.00	\$3.00
30 Cubic Yards	\$127.00	\$130.00	\$3.00
40 Cubic Yards	\$144.00	\$147.00	\$3.00

Compactors-All Zones	Current	Proposed	Change
Less than 25 Cubic Yards	\$125.00	\$128.00	\$3.00
25-34 Cubic Yards	\$165.00	\$169.00	\$4.00
Greater than 35 Cubic Yards	\$191.00	\$196.00	\$5.00

August 1, 2010

- A 0% increase in the cost of disposing yard debris has been factored into the projections.
- Other notable expenses are rising, but at a lower percentage in the recent past.. Driver wages are increasing by 3.23% and health insurance for all employees is increasing by 9.83%.
- Last year fuel was projected as a negative 21.01%. This year a projected increase is at 12.73%, considerably lower than the 60% increase experienced 2 years ago.
- Other identified costs have been projected to increase at 3.04%.
- This year an unusual 30% increase in the PUC fees was experienced and expressed in the projections.
- Metro Council has approved an increase in the disposal fee by \$5.10 per ton on August 1, 2010; raising the tip fee to \$85.85. The 'transaction fee' of \$3.00 for account customers is to remain the same. For analytical purposes when calculating disposal it is assumed each transaction is a five (5) ton load; therefore an additional \$0.60 (to account for the transaction fee at the transfer station) is added to the disposal fee to arrive at an effective disposal fee of \$86.45 beginning August 1, 2010. This 6.32% increase has been factored into the projections calculated in the financial review.

32/35 gallon can/ cart	Current	Proposed	Change
Urban	\$26.35	\$27.45	\$1.10
Rural	\$23.30	\$24.20	\$0.90
Distant Rural	\$28.20	\$29.10	\$0.90
Mountain Zone	\$29.45	\$30.35	\$0.90

Staff is proposing an increase for container service based on cubic yard serviced. The adjustment takes into consideration effects on costs as mentioned above.

Fee Zone	Proposed per Yard Adjustment
All Zones	\$1.62

The distances traveled to deliver and collect a box in this area of the County and the infrequency of service continues to have a tremendous impact on the cost of delivering service to the outlying portions of the County. Staff believes the best way to address this concern is to increase the mileage fee. The proposed changes is:

Drop Box Mileage Fee	Current	Proposed	Change
Over 18 miles round trip	\$2.70	\$4.70	\$2.00

August 1, 2009

35 gallon cart: Urban fees were increased by \$1.35; Rural by \$0.50; Distant Rural & Mountain by \$2.25. (*The 32/35 gallon service is the predominant service in the customer mix. Other fees were adjusted proportionally based on the 32-gallon fee.*):

Container Urban/Rural fees increased by \$1.59 and Distant Rural/Mountain fees increased by \$3.21 per cubic yard served.

Drop Box:

	Current	Proposed	Change
Outside the Urban Zone			
Delivery Fee	\$45.00	\$50.00	\$5.00
Mileage Fee	\$2.30	\$2.70	\$0.40

The basic service charges for collecting and tipping a drop box/compactor have not changed since 1993. The following were the changes made in 2009 to Open Drop Box service in all zones.

Open Drop Box-All Zones	Current	Proposed	Change
10/20 Cubic Yards	\$80.55	\$110.00	\$29.45
30 Cubic Yards	\$98.10	\$127.00	\$28.90
40 Cubic Yards	\$113.35	\$144.00	\$30.65

The compactor fees as developed in 1993 were priced on a per yard basis within particular size ranges. This practice seemed to be dated per review of the standard throughout the region which revealed a fixed price within a size range. After surveying the size of compactors in service the proposed size ranges were created. The fees are based on those assessed by the City of Milwaukie.

Compactors-All Zones	Current Low-High	Proposed	Change Low-High
Less than 25 Cubic Yards	\$91.95-135.60	\$125.00	\$33.05-(10.60)

25-34 Cubic Yards	\$141.25-171.70	\$165.00	\$23.75-(6.70)
Greater than 35 Cubic Yards	\$176.75-178.00	\$191.00	\$14.25-13.00

- ◆ September 1, 2008
35 gallon cart: Urban fees were increased by \$1.00; Rural by \$1.45; DistantRural & Mountain by \$1.65.
Container fees increased by \$1.47 per cubic yard served.
Drop Box: Mileage increased to \$2.30.; Delivery charges -Urban increased from \$20 to \$25; All rural delivery from \$40 to \$45. Several incidental fees charged by most drop box companies were codified on the fee schedule, these include but are not limited to: wash out fee; dead head fee; clarified hourly increments.
- ◆ September 1, 2007
Urban fees were increased by \$1.05. All other fee zones remained static.
Yard Debris exemption program was eliminated. Those currently enrolled, "grandfathered" until leave County system regardless of address.
- ◆ July 1, 2006 Changes to Drop Box fees occurred for the first time since 1993.

Rural Distant Rural	Current	Proposed & Adopted
Delivery Fee	\$20	\$40
Mileage Fee	\$1.70	\$2.00

- ◆ July 1, 2006 added the Mountain Zone to address increased services and collection challenges associated with this part of the County. Primarily the Mt. Hood area east of Rhondendron.
- ◆ There were no fee adjustments in 2005, although Metro did increase fees for disposal in September by 0.62% and other costs increased.
- ◆ On October 1, 2004 the following increases were made to residential and commercial services in each of the collection zones. (*The 32/35 gallon service is the predominant service in the customer mix. Other fees were adjusted proportionally based on the 32-gallon fee.*):

32/35 gallon can/ cart	Current	Adopted 2004	Change
Urban	\$21.10	\$21.55	\$0.45
Rural	\$19.50	\$19.90	\$0.40
Distant Rural	\$22.75	\$23.55	\$0.80

The changes in commercial container service were made on a per-yard basis. The following table shows the increase per yard in each of the fee zones.

Fee Zone	Adopted per Yard Increase
	2004
Urban	\$1.75
Rural	\$1.75

Distant Rural	\$3.50
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- ◆ In 2003 Metro increased the disposal fee but the County did not adopt a fee adjustment.
- ◆ In July 2002 the Board approved the following increases for 32-gallon can/cart service (*The 32-gallon service is the predominant service in the customer mix. Other fees were adjusted proportionally based on the 32-gallon fee.*):

32/35 gallon can/cart	2002
Urban	\$1.20
Rural	\$1.20
Distant Rural	\$2.70

- ◆ In 2001, residential and commercial fees were adjusted in the Urban zone only. Commercial containers fees were **decreased** 5-20%. The residential 32-gallon fee was increased by 11% (\$2.20) and residential customers were provided a large roller cart for yard debris collection service.

Clackamas County Solid Waste Management Fee Schedule for Waste and Recycling Collection Services *Effective: August 1, 2012*

Uniform Residential Monthly Fees

See Miscellaneous Section for distance charges, extra bags, etc.

Weekly Service

15-20 Gallon (Mini)

	Roadside	Differential	Yard	Occasional Extra*		
				Roadside	Differential	Yard
Urban	\$24.90	\$3.50	\$28.40	\$6.05	\$0.80	\$6.85
Rural	\$21.65	\$3.50	\$25.15	\$6.10	\$0.80	\$6.90
Distant Rural	\$26.35	\$3.50	\$29.85	\$6.65	\$0.80	\$7.45
Mountain	\$27.60	\$3.50	\$31.10	\$6.65	\$0.80	\$7.45

32-35 Gallon

	Roadside	Differential	Yard	60 Gal	90 Gal
Urban	\$28.65	\$3.50	\$32.15	\$37.80	\$44.40
Rural	\$25.30	\$3.50	\$28.80	\$36.40	\$41.70
Distant Rural	\$30.35	\$3.50	\$33.85	\$40.25	\$45.60
Mountain	\$31.60	\$3.50	\$35.10	\$41.50	\$46.85

Greater than 1 can per week service: Multiples of the single can fee.

The fees listed here for Roller Carts are based upon roadside service.

Cart Redelivery: \$10.00 Charged if cart picked up then service restarted in less than a year.

**Occasional extra: Charged for first "extra" can collected, each additional extra at the stop to be charged \$3.00*

Recycling Only Service - Roadside

Urban	\$4.15	Distant Rural	\$7.20
Rural	\$6.45	Mountain	\$7.20

Yard Debris Subscription Service *Annual fee must be paid in advance.*

Available to Non-Customers & Customers with less-than-weekly service within the Urban fee zone.

Basic Service includes weekly set out (roadside) of a 60 gallon roll cart:

	Monthly Basis for Annual Fee	Annual Fee	Occasional extra Basic Service	Each
Basic Service	\$5.30	\$63.60		\$2.60
Permanent 2nd Can	\$3.85	\$46.20		

Yard Debris Cart must be Roadside; must subscribe to service for one year, subject to cart redelivery charge.

Terrain Fee

\$3.65 *This fee applies to private roads and areas that must be provided service off a County Road because of safety concerns for the service provider, pedestrians, and motorists.*

Uniform Residential Monthly Fees

See Miscellaneous Section for distance charges, extra bags, etc.

Less than Weekly Service

- Putrescibles must not be placed in can in excess of 7 days prior to scheduled collection.
- To receive yard debris the customer must subscribe, see page 1. (Available in Urban zone only)

Monthly Service - Includes weekly recycling service.

	Roadside			Each Additional		
		Differential	Yard		Differential	Yard
Urban	\$12.25	\$0.90	\$13.15	\$6.05	\$0.90	\$6.95
Rural	\$12.30	\$0.90	\$13.20	\$6.10	\$0.90	\$7.00
Distant Rural	\$13.95	\$0.90	\$14.85	\$6.65	\$0.90	\$7.55
Mountain	\$14.25	\$0.90	\$15.15	\$6.65	\$0.90	\$7.55

On Call Service - To receive recycling service customer must subscribe, see page 1.

Regular Collection Day	Each	Each
Urban	\$12.95	Distant Rural \$13.80
Rural	\$13.35	Mountain \$14.10
Any other weekday - Hourly rate:	\$73.00 + disposal	

Multifamily

Central Billing

	Roadside		Yard	
	32 Gal	20 Gal	32 Gal	20 Gal
Urban	\$24.15	\$20.40	\$26.15	\$22.40
Rural	\$23.70	\$20.05	\$25.70	\$22.05
Distant Rural	\$28.75	\$24.75	\$30.75	\$26.75
Mountain	\$30.00	\$26.00	\$32.00	\$28.00

Individual Billing

	Roadside		Yard	
	32 Gal	20 Gal	32 Gal	20 Gal
Urban	\$25.75	\$22.00	\$27.75	\$24.00
Rural	\$25.30	\$21.65	\$27.30	\$23.65
Distant Rural	\$30.35	\$26.35	\$32.35	\$28.35
Mountain	\$31.60	\$27.60	\$33.60	\$29.60

Roadside: Cans at a central location; or within 3 feet of roadside.

Yard: Cans not at a central location; nor within 3 feet of roadside.

Uniform Fees for Miscellaneous Services Commercial and Residential

Effective: August 1, 201 *Disposal charges are additional to these hourly fees.*

Truck & 1 Person	Truck & 2 People
\$73.00	\$105.00

Extra Bags

Light	<i>does not require extra trip</i>	
	Placed by can in yard or roadside	\$3.00
Heavy	<i>requires extra trip</i>	
	Placed by can in yard	\$5.85
	Placed roadside	\$5.05

Distance Charges:

Measured from roadside:	15-32 Gal. Can	Roller Cart *	Non-Urban Containers served off County Roads
3 - 50 feet <i>(Yard Differential)</i>	\$3.50	\$3.50	
51 - 100 feet	\$1.60	\$5.10	\$5.10
101 - 200 feet	\$2.65	\$6.15	\$6.15
201 - 400 feet	\$3.70	\$7.20	\$7.20
401 - 800 feet	\$4.75	\$8.25	\$8.25
Greater than 800 feet	\$5.80	\$9.30	\$9.30

Unopened gate that must be re-closed: \$1.00

Reinstatement Fee \$5.00

Applied when service is reinstated after it has been stopped due to non-payment; or when customer stops and starts service more than once in a calendar year.

Furniture and Recyclable Appliances

If not easily accessible hourly fee applies.

Fee based on weight and need for special handling.

Fee Range = \$5.45 to \$29.15

*The Transfer Station Freon Removal Charge will be added for Refrigerators, Freezers & Air Conditioners**

Current Fee: \$30.00

**The County is not responsible for this fee and it is therefore subject to change.*

Tires *Disposal Charges are additional to these handling fees.*

Rim Size	Off Rim	On Rim
18 in. & less	\$2.00	\$5.50
Over 18 in.	Special Handling Charge	

Uniform Fees for Miscellaneous Services Containers

Distance Surcharges for Containers

Monthly \$8.25

Apply to containers located over 26 miles round trip from a disposal site.

Mileage \$4.70 *per mile in excess of 26 miles.*

Apply to containers located over 26 miles round trip from a disposal site if there are less than seven (7) containers picked up per collection route.

Overweight Charges for Loose Containers

Allowed for a container weighing over 275 pounds per cubic yard.

Charges must be mutually agreeable to customer and collector. County can and will act as arbitrator in the event of dispute.

Container Cleaning

The cost of cleaning if needed more often than 2 times in a 12 month period.

On-Call & Clean-Up

First Collection 33% of Regular Container Fee
plus \$16.60 handling charge

Each Add'tl Collection 33% of Regular Container Fee

Container Rent

Charged to customer keeping container longer than 5 working days (M-F) with no collection.

Rent shall not exceed \$20.00 per container in a 30 day period.

less than 3 CuYd	3 CuYd	4 CuYd
per Day \$2.10	\$3.10	\$4.10

Compacted Containers

2.2 times the loose container fee.

Containers weighing in excess of 500 lbs per Cubic Yard will be charged this fee plus disposal for the excess weight.

Commercial Monthly Fees for:

Effective: August 1, 2012 *See Miscellaneous Section for distance charges, extra bags, etc.*

Urban Containers

Stops/ Week	Size in Cubic Yards					
	1	Add'l	1 1/3	Add'l	1.5	Add'l
1	\$92.30	\$77.86	\$113.73	\$95.57	\$120.49	\$102.34
2	\$176.87	\$149.64	\$219.73	\$186.00	\$233.21	\$197.22
3	\$261.44	\$219.98	\$325.71	\$275.42	\$345.97	\$292.66
4	\$346.02	\$293.21	\$431.71	\$365.46	\$458.69	\$387.31
5	\$430.59	\$363.54	\$537.71	\$454.89	\$571.45	\$485.62
6	\$515.16	\$435.94	\$643.71	\$543.63	\$684.17	\$579.66

Stops/ Week	Size in Cubic Yards					
	2	Add'l	3	Add'l	4	Add'l
1	\$151.99	\$128.89	\$204.97	\$174.03	\$260.13	\$222.59
2	\$296.25	\$251.98	\$397.51	\$338.18	\$507.83	\$434.05
3	\$440.51	\$374.26	\$590.05	\$502.96	\$755.53	\$644.67
4	\$584.77	\$494.20	\$782.59	\$669.80	\$1,003.23	\$852.69
5	\$729.04	\$621.52	\$975.13	\$832.98	\$1,250.93	\$1,067.28
6	\$873.30	\$742.04	\$1,167.67	\$992.89	\$1,498.63	\$1,278.17

Stops/ Week	Size in Cubic Yards					
	5	Add'l	6	Add'l	8	Add'l
1	\$312.94	\$288.19	\$358.69	\$330.22	\$438.42	\$405.41
2	\$612.27	\$563.48	\$703.77	\$648.96	\$863.23	\$797.88
3	\$911.60	\$836.61	\$1,048.84	\$961.41	\$1,288.04	\$1,190.56
4	\$1,210.93	\$1,111.44	\$1,393.92	\$1,280.38	\$1,712.85	\$1,581.24
5	\$1,510.26	\$1,389.19	\$1,739.00	\$1,598.96	\$2,137.66	\$1,964.94
6	\$1,809.59	\$1,669.54	\$2,084.08	\$1,911.36	\$2,562.47	\$2,361.59

Commercial Monthly Fees for:

See Miscellaneous Section for distance charges, extra bags, etc.

Rural Containers

Stops/ Week	Size in Cubic Yards					
	1	Add'l	1 1/3	Add'l	1.5	Add'l
1	\$104.75	\$100.05	\$128.10	\$122.94	\$142.38	\$136.74
2	\$200.10	\$191.50	\$245.98	\$236.68	\$273.45	\$263.35
3	\$295.35	\$282.95	\$363.78	\$350.33	\$404.69	\$390.04
4	\$390.70	\$374.45	\$481.73	\$464.08	\$535.80	\$516.60
5	\$485.95	\$465.90	\$599.57	\$577.72	\$666.89	\$643.34
6	\$590.75	\$566.00	\$727.61	\$700.72	\$809.25	\$780.00

Stops/ Week	Size in Cubic Yards					
	2	Add'l	3	Add'l	4	Add'l
1	\$179.55	\$173.10	\$252.45	\$244.45	\$324.30	\$314.85
2	\$346.25	\$334.60	\$488.95	\$474.60	\$629.80	\$612.85
3	\$512.75	\$495.90	\$725.45	\$704.60	\$935.30	\$910.85
4	\$679.30	\$657.25	\$961.95	\$934.80	\$1,240.80	\$1,208.85
5	\$845.95	\$818.65	\$1,198.40	\$1,164.55	\$1,546.25	\$1,506.70
6	\$1,025.50	\$991.80	\$1,450.85	\$1,409.30	\$1,870.65	\$1,821.50

Stops/ Week	Size in Cubic Yards					
	5	Add'l	6	Add'l	8	Add'l
1	\$395.00	\$384.25	\$467.65	\$455.30	\$604.60	\$589.90
2	\$768.55	\$749.18	\$910.70	\$888.70	\$1,180.30	\$1,154.20
3	\$1,142.05	\$1,114.05	\$1,353.65	\$1,322.00	\$1,755.95	\$1,718.45
4	\$1,515.65	\$1,479.05	\$1,796.65	\$1,755.40	\$2,331.55	\$2,282.65
5	\$1,889.10	\$1,843.90	\$2,239.65	\$2,188.75	\$2,907.25	\$2,846.85
6	\$2,284.10	\$2,228.15	\$2,706.40	\$2,643.20	\$3,511.85	\$3,436.85

Commercial Monthly Fees for:

See Miscellaneous Section for distance charges, extra bags, etc.

Distant Rural Containers

(greater than 26 miles from disposal site)

Do not add the Monthly Surcharge of \$8.25 to this schedule. However, it is appropriate to add the Mileage Surcharge if applicable.

Stops/ Week	Size in Cubic Yards					
	1	Add'l	1 1/3	Add'l	1.5	Add'l
1	\$119.01	\$114.31	\$144.35	\$139.19	\$159.66	\$154.01
2	\$220.37	\$211.77	\$270.25	\$260.95	\$299.72	\$289.62
3	\$321.62	\$309.22	\$396.05	\$382.60	\$439.98	\$425.33
4	\$422.98	\$406.73	\$522.00	\$504.35	\$580.10	\$560.90
5	\$524.24	\$504.19	\$647.85	\$626.00	\$720.21	\$696.66
6	\$635.05	\$610.30	\$783.89	\$756.99	\$871.57	\$842.32

Stops/ Week	Size in Cubic Yards					
	2	Add'l	3	Add'l	4	Add'l
1	\$199.82	\$193.37	\$278.72	\$270.72	\$356.58	\$347.13
2	\$378.53	\$366.88	\$533.25	\$518.90	\$686.11	\$669.16
3	\$557.05	\$540.20	\$787.77	\$766.92	\$1,015.65	\$991.20
4	\$735.61	\$713.56	\$1,042.30	\$1,015.15	\$1,345.18	\$1,313.23
5	\$914.28	\$886.98	\$1,296.77	\$1,262.92	\$1,674.66	\$1,635.11
6	\$1,105.85	\$1,072.15	\$1,567.24	\$1,525.69	\$2,023.09	\$1,973.94

Stops/ Week	Size in Cubic Yards					
	5	Add'l	6	Add'l	8	Add'l
1	\$433.29	\$422.54	\$511.95	\$499.60	\$660.91	\$646.21
2	\$836.88	\$817.51	\$991.05	\$969.05	\$1,284.68	\$1,258.58
3	\$1,240.42	\$1,212.42	\$1,470.04	\$1,438.39	\$1,908.39	\$1,870.89
4	\$1,644.06	\$1,607.46	\$1,949.09	\$1,907.84	\$2,532.06	\$2,483.16
5	\$2,047.55	\$2,002.35	\$2,428.14	\$2,377.24	\$3,155.82	\$3,095.42
6	\$2,472.59	\$2,416.64	\$2,930.94	\$2,867.74	\$3,808.48	\$3,733.48

Commercial Monthly Fees for:

See Miscellaneous Section for distance charges, extra bags, etc.

Mountain Containers

Do not add the Monthly Surcharge of \$8.25 to this schedule. However, it is appropriate to add the Mileage Surcharge if applicable.

Stops/ Week	Size in Cubic Yards					
	1	Add'l	1 1/3	Add'l	1.5	Add'l
1	\$138.06	\$133.36	\$169.76	\$164.60	\$188.24	\$182.59
2	\$258.47	\$249.87	\$321.05	\$311.75	\$356.88	\$346.78
3	\$378.78	\$366.38	\$472.26	\$458.81	\$525.72	\$511.07
4	\$499.19	\$482.94	\$623.61	\$605.96	\$694.41	\$675.21
5	\$619.50	\$599.45	\$774.86	\$753.01	\$863.10	\$839.55
6	\$749.36	\$724.61	\$936.31	\$909.41	\$1,043.04	\$1,013.79

Stops/ Week	Size in Cubic Yards					
	2	Add'l	3	Add'l	4	Add'l
1	\$237.92	\$231.47	\$335.88	\$327.88	\$432.79	\$423.34
2	\$454.74	\$443.09	\$647.56	\$633.21	\$838.53	\$821.58
3	\$671.36	\$654.51	\$959.24	\$938.39	\$1,244.27	\$1,219.82
4	\$888.03	\$865.98	\$1,270.92	\$1,243.77	\$1,650.01	\$1,618.06
5	\$1,104.80	\$1,077.50	\$1,582.55	\$1,548.70	\$2,055.70	\$2,016.15
6	\$1,334.47	\$1,300.77	\$1,910.18	\$1,868.63	\$2,480.34	\$2,431.19

**Infectious Waste Fees
Approved December 1, 2003**

Exhibit A

Clackamas County

Number as of August	Tub Rates	
	per Gallon	
	20/21	35/48
1	\$ 81.45	\$ 83.25
2	\$ 61.85	\$ 63.50
3	\$ 54.30	\$ 56.00
4	\$ 49.35	\$ 51.00
5	\$ 46.35	\$ 48.00
6	\$ 44.35	\$ 46.00
7	\$ 41.35	\$ 43.50
8	\$ 40.40	\$ 42.00
9	\$ 37.05	\$ 39.00
10	\$ 35.85	\$ 37.50
11	\$ 34.75	\$ 36.50
12	\$ 33.25	\$ 35.00
13	\$ 32.75	\$ 34.50
14	\$ 32.00	\$ 33.75
15	\$ 31.25	\$ 33.00
16	\$ 26.30	\$ 28.00
17	\$ 26.30	\$ 28.00
18	\$ 26.30	\$ 28.00
19	\$ 26.30	\$ 28.00
20	\$ 26.30	\$ 28.00
60	\$ 17.90	\$ 18.75
75	\$ 17.45	\$ 18.05
90	\$ 12.30	\$ 13.40

**Urban Zone Composite
Return on Revenues
2011 Adjusted**

	Can / Cart Service	Container Service	Drop Box Service	Urban Total
Collection & Service Revenues	11,113,392	5,884,645	6,607,020	23,605,057
Direct Costs of Operations	8,128,764	3,762,057	6,026,474	17,915,296
	<i>% of revenue</i>	<i>% of revenue</i>	<i>% of revenue</i>	<i>% of revenue</i>
Disposal Expense	2,124,089	1,905,897	3,711,766	7,741,752
	19%	32%	56%	33%
Labor Expense	3,186,112	967,707	1,058,727	5,212,546
	29%	16%	16%	22%
Truck Expense	1,752,124	481,290	702,847	2,936,261
	16%	8%	11%	12%
Equipment Expense	359,771	89,901	72,743	522,415
	3%	2%	1%	2%
Franchise Fees	533,018	275,044	232,668	1,040,730
	5%	5%	4%	4%
Other Direct Expense	171,650	42,218	247,723	461,592
	2%	1%	4%	2%
Indirect Costs of Operations	1,986,086	1,037,721	356,707	3,380,514
Management Expense	577,768	260,766	62,392	900,926
	5%	4%	1%	4%
Administrative Expense	558,496	249,566	69,126	877,188
	5%	4%	1%	4%
Other Overhead Expenses	849,822	527,390	225,189	1,602,400
	8%	9%	3%	7%
Total Cost	10,112,850	4,799,779	6,383,181	21,295,810
Less Unallowable Costs	98,333	45,289	2,232	145,854
Allowable Costs	10,014,517	4,754,490	6,380,949	21,149,956
Franchise Income	1,098,875	1,130,155	226,071	2,455,101
Return on revenues	9.89%	19.21%	3.42%	10.40%
Customer Count / Drop Box Pulls	29,477	1,878	15,438	

2012 Projected Results

	Can / Cart Service	Container Service	Drop Box Service	Urban Total
Collection & Service Revenues	10,896,580	5,753,227	6,774,112	23,423,920
Rate Increase	76,716	44,547	27,767	149,030
Direct Costs of Operations	8,154,590	3,854,253	6,222,450	18,231,292
Disposal Expense	2,170,333	1,968,624	3,878,858	8,037,815
Labor Expense	3,232,179	981,536	1,074,853	5,288,368
Truck Expense	1,783,552	490,370	715,804	2,989,726
Equipment Expense	359,771	89,901	72,743	522,415
Franchise Fees	437,105	261,604	232,668	931,376
Other Direct Expense	171,650	42,218	247,723	461,592
Indirect Costs of Operations	1,986,086	1,037,721	356,707	3,380,514
Management Expense	577,768	260,766	62,392	900,926
Administrative Expense	558,496	249,566	69,126	877,188
Other Overhead Expenses	849,822	527,390	225,189	1,602,400
Total Cost	10,140,676	4,891,974	6,579,156	21,611,806
Less Unallowable Costs	114,136	55,028	2,232	171,396
Allowable Costs	10,026,540	4,836,946	6,576,924	21,440,410
Franchise Income	870,041	916,281	224,954	2,132,539
Return on revenues	7.93%	15.80%	3.31%	9.05%

Inflation Assumptions for Line Item Expenses		Changes in Revenue	
	Solid Waste	Residential Revenue	Commercial Revenue
Driver Wage	2.00%	No change from 2011	
Health Ins	0.00%	No change from 2011	
Fuel	4.99%	No change from 2011	
Tip Fee	4.50%	No change from 2011	
Liab-Prop Ins	0.00%	No change from 2011	
Inflation	0.00%	Increase is the pass through of the tip fee increase	

**Rural Zone Composite
Return on Revenues
2011 Adjusted Results**

	Can / Cart Service	Container Service	Drop Box Service	Rural Total
Collection & Service Revenues	5,615,813	1,142,455	597,441	7,355,709
Direct Costs of Operations	3,869,177	863,847	502,265	5,235,289
Disposal Expense	1,021,312 18%	319,296 28%	311,332 52%	1,651,940 22%
Labor Expense	1,336,832 24%	261,560 23%	97,870 16%	1,696,062 23%
Truck Expense	970,104 17%	181,811 16%	63,003 11%	1,214,718 17%
Equipment Expense	173,639 3%	49,756 4%	7,909 1%	231,304 3%
Franchise Fees	215,158 4%	20,378 2%	12,864 2%	248,400 3%
Other Direct Expense	152,133 3%	31,246 3%	9,487 2%	192,866 3%
Indirect Costs of Operations	1,113,174	207,311	31,489	1,351,974
Management Expense	244,973 4%	36,449 3%	6,014 1%	287,436 4%
Administrative Expense	380,986 7%	62,007 5%	9,310 2%	452,303 6%
Other Overhead Expenses	487,215 9%	108,855 10%	16,165 3%	612,235 8%
Total Cost	4,982,351	1,071,158	533,754	6,587,264
Less Unallowable Costs	10,710	1,740	-942	11,508
Allowable Costs	4,971,641	1,069,418	534,696	6,575,756
Franchise Income	644,172	73,037	62,745	779,953
Return on revenues	11.47%	6.39%	10.50%	10.60%
Customer Count / Drop Box Pulls	14,133	451	1,273	

2012 Projected Results

	Can / Cart Service	Container Service	Drop Box Service	Rural Total
Collection & Service Revenues	5,512,308	1,126,595	611,456	7,250,359
Rate Increase	43,784	8,053	2,970	56,807
Direct Costs of Operations	3,939,314	884,141	519,163	5,342,618
Disposal Expense	1,052,039	331,422	325,347	1,708,808
Labor Expense	1,357,160	265,667	99,147	1,721,974
Truck Expense	989,185	185,672	64,409	1,239,266
Equipment Expense	173,639	49,756	7,909	231,304
Franchise Fees	215,158	20,378	12,864	248,400
Other Direct Expense	152,133	31,246	9,487	192,866
Indirect Costs of Operations	1,113,174	207,311	31,489	1,351,974
Management Expense	244,973	36,449	6,014	287,436
Administrative Expense	380,986	62,007	9,310	452,303
Other Overhead Expenses	487,215	108,855	16,165	612,235
Total Cost	5,052,488	1,091,452	550,652	6,694,592
Less Unallowable Costs	10,710	1,740	-942	11,508
Allowable Costs	5,041,778	1,089,712	551,594	6,683,084
Franchise Income	514,294	46,535	62,832	623,662
Return on revenues	9.26%	4.10%	10.23%	8.54%

Distant Rural Zone Composite
Return on Revenues
2011 Adjusted

	Can / Cart Service	Container Service	Drop Box Service	Distant Rural Total
Collection & Service Revenues	2,486,448	775,325	437,600	3,699,373
Direct Costs of Operations	1,842,973 % of revenue	548,407 % of revenue	410,823 % of revenue	2,802,203 % of revenue
Disposal Expense	369,784 15%	149,614 19%	190,543 44%	709,941 19%
Labor Expense	793,493 32%	208,478 27%	109,993 25%	1,111,964 30%
Truck Expense	409,816 16%	115,129 15%	70,870 16%	595,816 16%
Equipment Expense	72,208 3%	21,765 3%	13,888 3%	107,861 3%
Franchise Fees	112,556 5%	32,247 4%	13,518 3%	158,321 4%
Other Direct Expense	85,116 3%	21,174 3%	12,011 3%	118,301 3%
Indirect Costs of Operations	529,043	129,661	24,218	682,923
Management Expense	144,891 6%	32,342 4%	6,072 1%	183,305 5%
Administrative Expense	198,466 8%	55,589 7%	7,343 2%	261,398 7%
Other Overhead Expenses	185,687 7%	41,730 5%	10,803 2%	238,220 6%
Total Cost	2,372,017	678,068	435,041	3,485,126
Less Unallowable Costs	1,748	1,452	-1,563	1,637
Allowable Costs	2,370,269	676,616	436,604	3,483,489
Franchise Income	116,179	98,709	996	215,884
Return on revenues	4.67%	12.73%	0.23%	5.84%
Customer Count / Drop Box Pulls	6,870	222	983	

2012 Projected Results

	Can / Cart Service	Container Service	Drop Box Service	Distant Rural Total
Collection & Service Revenues	2,461,200	768,330	446,178	3,675,707
Rate Increase	-1.0%	-0.9%	2.0%	-0.6%
	19,916	5,184	2,486	27,586
Direct Costs of Operations	1,875,946 Increase %	559,730 Increase %	422,308 Increase %	2,857,983 Increase %
Disposal Expense	383,880 3.8%	156,059 4.3%	199,121 4.5%	739,059 4.1%
Labor Expense	804,770 1.4%	211,451 1.4%	111,593 1.5%	1,127,814 1.4%
Truck Expense	417,417 1.9%	117,034 1.7%	72,176 1.8%	606,627 1.8%
Equipment Expense	72,208 0.0%	21,765 0.0%	13,888 0.0%	107,861 0.0%
Franchise Fees	112,556 0.0%	32,247 0.0%	13,518 0.0%	158,321 0.0%
Other Direct Expense	85,116 0.0%	21,174 0.0%	12,011 0.0%	118,301 0.0%
Indirect Costs of Operations	529,043	129,661	24,218	682,923
Management Expense	144,891 0.0%	32,342 0.0%	6,072 0.0%	183,305 0.0%
Administrative Expense	198,466 0.0%	55,589 0.0%	7,343 0.0%	261,398 0.0%
Other Overhead Expenses	185,687 0.0%	41,730 0.0%	10,803 0.0%	238,220 0.0%
Total Cost	2,404,990	689,391	446,526	3,540,906
Less Unallowable Costs	1,748	1,452	-1,563	1,637
Allowable Costs	2,403,242	687,939	448,089	3,539,269
Franchise Income	77,874	85,576	575	164,024
Return on revenues	3.14%	11.06%	0.13%	4.43%

2012 Proposed Solid Waste Fee Adjustments

Urban

Cart/Can Service		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 24.55	20 gal Singlefamily	\$ 24.90	0.35	1.4%
\$ 28.20	32 gal	\$ 28.65	0.45	1.6%
\$ 37.10	60 gal	\$ 37.80	0.70	1.9%
\$ 43.40	90 gal	\$ 44.40	1.00	2.3%
\$ 12.70	On Call	\$ 12.95	0.25	2.0%
\$ 12.00	Monthly	\$ 12.25	0.25	2.1%
\$ 20.05	20 gal Multifamily	\$ 20.40	0.35	1.7%
\$ 23.70	32 gal	\$ 24.15	0.45	1.9%
\$ 24.25	35 gal Commercial	\$ 24.70	0.45	1.9%
\$ 35.05	60 gal	\$ 35.75	0.70	2.0%
\$ 37.65	90 gal	\$ 38.35	0.70	1.9%
Container Service		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 89.68	1 yard weekly	\$ 92.30	\$ 2.62	2.9%
\$ 146.75	2 yard weekly	\$ 151.98	\$ 5.23	3.6%
\$ 285.77	2 yard 2x weekly	\$ 296.24	\$ 10.47	3.7%
\$ 486.87	4 yard 2x weekly	\$ 507.80	\$ 20.93	4.3%

Rural

Cart/Can Service		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 21.30	20 gal Singlefamily	\$ 21.65	0.35	1.6%
\$ 24.85	32 gal	\$ 25.30	0.45	1.8%
\$ 35.70	60 gal	\$ 36.40	0.70	2.0%
\$ 40.75	90 gal	\$ 41.70	0.95	2.3%
\$ 13.10	On Call	\$ 13.35	0.25	1.9%
\$ 12.05	Monthly	\$ 12.30	0.25	2.1%
\$ 19.70	20 gal Multifamily	\$ 20.05	0.35	1.8%
\$ 23.25	32 gal	\$ 23.70	0.45	1.9%
\$ 24.95	35 gal Commercial	\$ 25.35	0.40	1.6%
\$ 35.15	60 gal	\$ 35.80	0.65	1.8%
\$ 37.75	90 gal	\$ 38.40	0.65	1.7%
Container Service		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 101.93	1 yard weekly	\$ 104.75	\$ 2.82	2.8%
\$ 173.91	2 yard weekly	\$ 179.55	\$ 5.64	3.2%
\$ 334.97	2 yard 2x weekly	\$ 346.25	\$ 11.28	3.4%
\$ 607.24	4 yard 2x weekly	\$ 629.80	\$ 22.56	3.7%

2012 Proposed Solid Waste Fee Adjustments

Distant Rural

Distant Rural		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 25.95	20 gal Singlefamily	\$ 26.35	0.40	1.5%
\$ 29.80	32 gal	\$ 30.35	0.55	1.8%
\$ 39.45	60 gal	\$ 40.25	0.80	2.0%
\$ 44.55	90 gal	\$ 45.60	1.05	2.4%
\$ 13.55	On Call	\$ 13.80	0.25	1.8%
\$ 13.70	Monthly	\$ 13.95	0.25	1.8%
\$ 24.35	20 gal Multifamily	\$ 24.75	0.40	1.6%
\$ 28.20	32 gal	\$ 28.75	0.55	2.0%
\$ 28.65	35 gal Commercial	\$ 28.90	0.25	0.9%
\$ 37.55	60 gal	\$ 38.05	0.50	1.3%
\$ 40.15	90 gal	\$ 40.65	0.50	1.2%
Distant Rural		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 116.24	1 yard weekly	\$ 119.01	\$ 2.77	2.4%
\$ 194.28	2 yard weekly	\$ 199.82	\$ 5.54	2.9%
\$ 367.45	2 yard 2x weekly	\$ 378.53	\$ 11.08	3.0%
\$ 663.95	4 yard 2x weekly	\$ 686.11	\$ 22.16	3.3%

Mountain

Mountain		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 27.20	20 gal Singlefamily	\$ 27.60	0.40	1.5%
\$ 31.05	32 gal	\$ 31.60	0.55	1.8%
\$ 40.70	60 gal	\$ 41.50	0.80	2.0%
\$ 45.80	90 gal	\$ 46.85	1.05	2.3%
\$ 13.85	On Call	\$ 14.10	0.25	1.8%
\$ 14.00	Monthly	\$ 14.25	0.25	1.8%
\$ 25.60	20 gal Multifamily	\$ 26.00	0.40	1.6%
\$ 29.45	32 gal	\$ 30.00	0.55	1.9%
\$ 29.90	35 gal Commercial	\$ 30.15	0.25	0.8%
\$ 38.80	60 gal	\$ 39.30	0.50	1.3%
\$ 41.40	90 gal	\$ 41.90	0.50	1.2%
Mountain		Adjustment		
Current Rate	Service Level	Proposed	\$	%
\$ 135.29	1 yard weekly	\$ 138.06	\$ 2.77	2.0%
\$ 232.38	2 yard weekly	\$ 237.92	\$ 5.54	2.4%
\$ 443.66	2 yard 2x weekly	\$ 454.74	\$ 11.08	2.5%
\$ 816.37	4 yard 2x weekly	\$ 838.53	\$ 22.16	2.7%