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BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR TILLAMOOK COUNTY, OREGON

FILED  
3:30 pm Jo  
MAY 11 2017  
TASSI O'NEIL  
COUNTY CLERK

In the Matter of Increasing Customer )  
Rates for Solid Waste Disposal for ) ORDER #17-040  
Solid Waste Collection Franchisee, )  
Recology Western Oregon ) SWSD #17-004

This matter came before the Tillamook County Board of Commissioners, sitting as the governing body of the Solid Waste Service District (SWSD), on May 10, 2017. A request to increase rates charged by a collection franchisee to their customers has been requested by Recology Western Oregon.

The SWSD Board, being fully apprised of the records and files, herein finds as follows:

1. The Tillamook County Solid Waste Advisory Committee recommended at their meeting on April 11, 2017 that the requested rate increases be approved.
2. The Tillamook County Board of Commissioners finds that the proposed rates will be just, fair, reasonable, and sufficient to provide the proper service to the public.

NOW, THEREFORE, IT IS HEREBY ORDERED that:

3. The Recology Western Oregon rates as outlined on Exhibit "A" become effective July 1, 2017.

DATED this 10<sup>th</sup> day of May, 2017.

THE BOARD OF COMMISSIONERS  
FOR TILLAMOOK COUNTY, OREGON

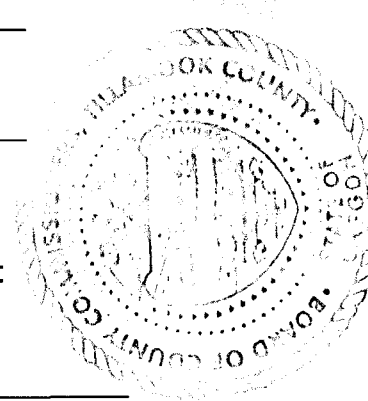
	Aye	Nay	Abstain/Absent
<u>Bill Baertlein</u> Bill Baertlein, Chair	✓	_____	_____ / _____
<u>Tim Josi</u> Tim Josi, Vice-Chair	✓	_____	_____ / _____
<u>David Yamamoto</u> David Yamamoto, Commissioner	✓	_____	_____ / _____

ATTEST: Tassi O'Neil  
County Clerk

APPROVED AS TO FORM:

By: [Signature]  
Special Deputy

[Signature]  
William K. Sargent, County Counsel



CODE	DESCRIPTION	CURRENT RATE	INC %	INC \$	NEW RATE
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**CAN & CART SERVICES - CURBSIDE**

CURBSIDE: WITHIN 4 FEET OF THE CURB OR ROAD, AND AWAY FROM ALL CARS, MAIL BOXES, OR OTHER ITEMS.

**20/32 GALLON CAN SERVICE (CUSTOMER PROVIDES CAN) MONTHLY RATES**

CNGWC	32G CAN-CURB	\$ 27.13	1.50%	\$ 0.41	\$ 27.54
CNGEC	32G CAN EOW-CURB	\$ 17.63	1.50%	\$ 0.26	\$ 17.89
CNGMC	32G CAN OAM-CURB	\$ 8.99	1.50%	\$ 0.13	\$ 9.12
OCCC	CAN ON CALL CURB	\$ 9.36	1.50%	\$ 0.14	\$ 9.50

**32 GALLON CART SERVICE MONTHLY RATES**

32GWC	32G CART-CURB	\$ 25.69	1.50%	\$ 0.39	\$ 26.08
32GEC	32G CART EOW-CURBSIDE	\$ 16.70	1.50%	\$ 0.25	\$ 16.95
32GMC	32G CART MONTHLY-CURB	\$ 8.99	1.50%	\$ 0.13	\$ 9.12
OC3C	32 GAL CART ON CALL CURB	\$ 8.86	1.50%	\$ 0.13	\$ 8.99

**90 GALLON CART SERVICE MONTHLY RATES**

90GWC	90G CART-CURB	\$ 42.88	1.50%	\$ 0.64	\$ 43.52
90GEC	90G CART EOW-CURB	\$ 27.86	1.50%	\$ 0.42	\$ 28.28
90GMC	90G CART OAM-CURB	\$ 15.00	1.50%	\$ 0.23	\$ 15.23
OC9C	90 GAL CART ON CALL CURB	\$ 14.78	1.50%	\$ 0.22	\$ 15.00

**MONTHLY CART RENT (FOR ON-CALL SERVICE)**

90GOC	90G CART WILL CALL-CURB	\$ 2.70	0.00%	\$ -	\$ 2.70
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**SPECIAL PICK-UP (FOR OFF-SCHEDULE COLLECT (C/S = Curbside) RATE PER EACH**

SP32C	SPEC P/U 32G CART C/S	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
SP90C	SPEC P/U 90G CART C/S	\$ 10.57	1.50%	\$ 0.16	\$ 10.73

**CAN & CART SERVICES - NON-CURBSIDE (SIDEYARD)**

NON-CURBSIDE: VISIBLE FROM THE STREET, OUTSIDE OF GARAGES AND FENCED AREAS.

**20/32 GALLON CAN SERVICE (CUSTOMER PROVIDES CAN) MONTHLY RATES**

CNGWS	32G CAN-SIDE	\$ 28.56	1.50%	\$ 0.43	\$ 28.99
CNGES	32G CAN EOW-SIDE	\$ 18.55	1.50%	\$ 0.28	\$ 18.83
CNGMS	32G CAN OAM-SIDE	\$ 10.00	1.50%	\$ 0.15	\$ 10.15
OCCS	CAN ON CALL SIDE	\$ 9.86	1.50%	\$ 0.15	\$ 10.01

**32 GALLON CART SERVICE MONTHLY RATES**

32GWS	32G CART-SIDE	\$ 39.99	1.50%	\$ 0.60	\$ 40.59
32GES	32G CART EOW-SIDEYARD	\$ 26.01	1.50%	\$ 0.39	\$ 26.40
32GMS	32G CART MONTHLY-SIDE	\$ 13.99	1.50%	\$ 0.21	\$ 14.20
OC3S	32 GAL CART ON CALL SIDE	\$ 13.79	1.50%	\$ 0.21	\$ 14.00

**90 GALLON CART SERVICE MONTHLY RATES**

90GWS	90G CART-SIDE	\$ 65.70	1.50%	\$ 0.99	\$ 66.69
90GES	90G CART EOW-SIDE	\$ 42.70	1.50%	\$ 0.64	\$ 43.34
90GMS	90G CART OAM-SIDE	\$ 22.99	1.50%	\$ 0.34	\$ 23.33
OC9S	90 GAL CART ON CALL SIDE	\$ 22.66	1.50%	\$ 0.34	\$ 23.00

**MONTHLY CART RENT (FOR ON-CALL SERVICE)**

90GOS	90G CART WILL CALL-SIDE	\$ 2.70	0.00%	\$ -	\$ 2.70
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**SPECIAL PICK-UP (FOR OFF-SCHEDULE COLLECT (NON C/S = Non-Curbside) RATE PER EACH**

SP32S	SPEC P/U 32G CART NON C/S	\$ 6.80	1.50%	\$ 0.10	\$ 6.90
SP90S	SPEC P/U 90G CART NON C/S	\$ 15.63	1.50%	\$ 0.23	\$ 15.86

CODE	DESCRIPTION	CURRENT RATE	INC %	INC \$	NEW RATE
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**OTHER SERVICES & FEES**

**EXTRAS - PER UNIT CHARGES (APPROX. 32 GALLONS PER UNIT)**

**RATE PER EACH**

XBAG	EXTRA BAG(S)	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
XBOX	EXTRA BOX	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
XCAN	EXTRA CAN(S)	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
XMISC	EXTRA MISC	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
X32	EXTRA 32G CART(S)	\$ 6.70	1.50%	\$ 0.10	\$ 6.80
X90	EXTRA 90G CART(S)	\$ 10.57	1.50%	\$ 0.16	\$ 10.73

**BULKY ITEM COLLECTION (SVC CHARGE + CHARGE PER ITEM)**

RATES LISTED ARE FOR COLLECTION AT CURB. ADDITIONAL CHARGES MAY APPLY FOR RETRIEVAL.

**RATE PER EACH**

APF	REFRIGERATOR/FREEZER	\$ 51.66	0.00%	\$ -	\$ 51.66
APL	APPLIANCE	\$ 11.48	0.00%	\$ -	\$ 11.48
FURN	FURNITURE CHARGE	\$ 17.22	0.00%	\$ -	\$ 17.22
TREE	EXTRA CHRISTMAS TREE	\$ 13.40	1.50%	\$ 0.20	\$ 13.60
IRSC	IN ROUTE SERVICE CHARGE	\$ 18.47	1.50%	\$ 0.28	\$ 18.75
SC	SERVICE CHARGE	\$ 42.01	1.50%	\$ 0.63	\$ 42.64

**RELATED FEES**

**RATE PER EACH**

CRIR	CART REDELIVERY IN ROUTE	\$ 10.00	0.00%	\$ -	\$ 10.00
CROR	CART REDELIVER OUT OF ROUTE	\$ 20.00	0.00%	\$ -	\$ 20.00
CORDF	CONTAINER RE-DELIVERY FEE	\$ 42.01	1.50%	\$ 0.63	\$ 42.64

Note: Re-Delivery fees apply for resume service after suspend.

**RATE PER EACH**

CCF	CART CLEANING FEE	\$ 10.00	0.00%	\$ -	\$ 10.00
CRF	CART REPLACEMENT FEE	\$ 65.00	0.00%	\$ -	\$ 65.00

Note: Replacement fee is used for loss/damage beyond normal wear and tear.

**RATE PER EACH**

WLI	WIND LATCH INSTALLATION	\$ 15.00	0.00%	\$ -	\$ 15.00
RF	REINSTATEMENT FEE	\$ 15.00	0.00%	\$ -	\$ 15.00
NSFCF	RETURNED CHECK FEE	\$ 25.00	0.00%	\$ -	\$ 25.00

**FRONT-LOAD CONTAINER SERVICE**

**1 YARD CONTAINERS**

**MONTHLY RATES**

1GW	1YD TRASH	\$ 139.50	1.50%	\$ 2.09	\$ 141.59
1GE	1YD TRASH EOW	\$ 81.57	1.50%	\$ 1.22	\$ 82.79
1GM	1YD TRASH MONTHLY	\$ 50.37	1.50%	\$ 0.76	\$ 51.13
1OC	ON CALL-1YD TRASH	\$ 29.00	1.50%	\$ 0.44	\$ 29.44
1XP	EXTRA PICK UP-1YD TRASH	\$ 29.00	1.50%	\$ 0.44	\$ 29.44

**1.5 YARD CONTAINERS**

**MONTHLY RATES**

1HGW	1.5YD TRASH	\$ 176.94	1.50%	\$ 2.65	\$ 179.59
1HGE	1.5YD TRASH EOW	\$ 100.27	1.50%	\$ 1.50	\$ 101.77
1HGM	1.5YD TRASH MONTHLY	\$ 59.03	1.50%	\$ 0.89	\$ 59.92
1HOC	ON CALL-1.5YD TRASH	\$ 38.37	1.50%	\$ 0.58	\$ 38.95
1HXP	EXTRA PICK UP-1.5YD TRASH	\$ 38.37	1.50%	\$ 0.58	\$ 38.95

**2 YARD CONTAINERS**

**MONTHLY RATES**

2GW	2YD TRASH	\$ 212.43	1.50%	\$ 3.19	\$ 215.62
2GE	2YD TRASH EOW	\$ 118.04	1.50%	\$ 1.77	\$ 119.81
2GM	2YD TRASH MONTHLY	\$ 67.23	1.50%	\$ 1.01	\$ 68.24
2OC	ON CALL-2YD TRASH	\$ 47.25	1.50%	\$ 0.71	\$ 47.96
2XP	EXTRA PICK UP-2YD TRASH	\$ 47.25	1.50%	\$ 0.71	\$ 47.96

**RECOLOGY WESTERN OREGON**  
**TCR ILLAMOOK COUNTY (UNINCORPORATED)**

**SUMMARY RATE SHEET**  
**EFF. DATE: 7/1/2017**

CODE	DESCRIPTION	CURRENT RATE	INC %	INC \$	NEW RATE
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**3 YARD CONTAINERS**

**MONTHLY RATES**

3GW	3YD TRASH	\$ 283.38	1.50%	\$ 4.25	\$ 287.63
3GE	3YD TRASH EOW	\$ 153.51	1.50%	\$ 2.30	\$ 155.81
3GM	3YD TRASH MONTHLY	\$ 83.61	1.50%	\$ 1.25	\$ 84.86
3OC	ON CALL-3YD TRASH	\$ 65.03	1.50%	\$ 0.98	\$ 66.01
3XP	EXTRA PICK UP-3YD TRASH	\$ 65.03	1.50%	\$ 0.98	\$ 66.01

**4 YARD CONTAINERS**

**MONTHLY RATES**

4GW	4YD TRASH	\$ 354.35	1.50%	\$ 5.32	\$ 359.67
4GE	4YD TRASH EOW	\$ 189.00	1.50%	\$ 2.84	\$ 191.84
4GM	4YD TRASH MONTHLY	\$ 100.01	1.50%	\$ 1.50	\$ 101.51
4OC	ON CALL-4YD TRASH	\$ 82.79	1.50%	\$ 1.24	\$ 84.03
4XP	EXTRA PICK UP-4YD TRASH	\$ 82.79	1.50%	\$ 1.24	\$ 84.03

**5 YARD CONTAINERS**

**MONTHLY RATES**

5GW	5YD TRASH	\$ 425.30	1.50%	\$ 6.38	\$ 431.68
5GE	5YD TRASH EOW	\$ 224.46	1.50%	\$ 3.37	\$ 227.83
5GM	5YD TRASH MONTHLY	\$ 116.39	1.50%	\$ 1.75	\$ 118.14
5OC	ON CALL-5YD TRASH	\$ 100.55	1.50%	\$ 1.51	\$ 102.06
5XP	EXTRA PICK UP-5YD TRASH	\$ 100.55	1.50%	\$ 1.51	\$ 102.06

**6 YARD CONTAINERS**

**MONTHLY RATES**

6GW	6YD TRASH	\$ 496.28	1.50%	\$ 7.44	\$ 503.72
6GE	6YD TRASH EOW	\$ 259.94	1.50%	\$ 3.90	\$ 263.84
6GM	6YD TRASH MONTHLY	\$ 132.78	1.50%	\$ 1.99	\$ 134.77
6OC	ON CALL-6YD TRASH	\$ 118.32	1.50%	\$ 1.77	\$ 120.09
6XP	EXTRA PICK UP-6YD TRASH	\$ 118.32	1.50%	\$ 1.77	\$ 120.09

**8 YARD CONTAINERS**

**MONTHLY RATES**

8GW	8YD TRASH	\$ 582.52	1.50%	\$ 8.74	\$ 591.26
8GE	8YD TRASH EOW	\$ 303.08	1.50%	\$ 4.55	\$ 307.63
8GM	8YD TRASH MONTHLY	\$ 152.69	1.50%	\$ 2.29	\$ 154.98
8OC	ON CALL-8YD TRASH	\$ 139.91	1.50%	\$ 2.10	\$ 142.01
8XP	EXTRA PICK UP-8YD TRASH	\$ 139.91	1.50%	\$ 2.10	\$ 142.01

**CONTAINER MONTHLY RENT (CHARGED TO WILL-CALL CUSTOMERS, SAME FOR ALL SIZES)**

RNT1	1YD RENT - TRASH	\$ 20.00	0.00%	\$ -	\$ 20.00
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**FRONT-LOAD COMPACTOR RATE FACTORS - For all compacted material, including pre-compacted waste.**

Compactor Rating	<b>4 : 1</b>	<b>3 : 1</b>	<b>2 : 1</b>
Factor applied to container rate of same size	1.5	1.3	1.12

**DEBRIS BOX SERVICES**

**SET HAUL FEES (BASED ON AVERAGE TRUCK TIMES)**

**RATE PER HAUL**

DEL	DELIVERY CHARGE	\$ 42.63	1.50%	\$ 0.64	\$ 43.27
10HG	10 YD TRASH BOX HAUL	\$ 196.33	1.50%	\$ 2.94	\$ 199.27
20HG	20 YD TRASH BOX HAUL	\$ 196.33	1.50%	\$ 2.94	\$ 199.27
30HG	30 YD TRASH BOX HAUL	\$ 196.33	1.50%	\$ 2.94	\$ 199.27
47HG	47 YD TRASH BOX HAUL	\$ 196.33	1.50%	\$ 2.94	\$ 199.27
40CG	COMPACTOR HAUL FEE (ALL SIZES)	\$ 230.35	1.50%	\$ 3.46	\$ 233.81

**RECOLOGY WESTERN OREGON**  
**TCR ILLAMOOK COUNTY (UNINCORPORATED)**

**SUMMARY RATE SHEET**  
**EFF. DATE: 7/1/2017**

CODE	DESCRIPTION	CURRENT RATE	INC %	INC \$\$	NEW RATE
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**DEBRIS BOX DISPOSAL FEES (\$\$/TON)**

**RATE PER TON**

DFDM	DISPOSAL FEE - DEMOLITION	\$ 87.89	2.00%	\$ 1.76	\$ 89.65
DFG	DISPOSAL FEE - GARBAGE	\$ 87.89	2.00%	\$ 1.76	\$ 89.65

Note: Recycling ton fees will be equal to or less than trash fees, based on current market pricing.

**RELATED FEES**

**RATE PER DAY**

RENTD	DAILY RENTAL FEE	\$ 14.09	1.50%	\$ 0.21	\$ 14.30
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Note: Daily Rent applies after 48 hours, excluding evenings and weekends.

**RATE PER MONTH**

RENTM	MONTHLY RENTAL FEE	\$ 124.42	1.50%	\$ 1.87	\$ 126.29
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Note: Monthly rent applies for customers who keep a box for a year or longer.

**RATE PER HOUR**

TIME	TRUCK TIME FEE	\$ 112.19	1.50%	\$ 1.68	\$ 113.87
1T1E	1 TRUCK - 1 EMPLOYEE	\$ 110.53	1.50%	\$ 1.66	\$ 112.19
1T2E	1 TRUCK - 2 EMPLOYEES	\$ 165.80	1.50%	\$ 2.49	\$ 168.29

Note: Hourly Truck Time is used for hauls to destinations outside our normal operating areas.

**TEMPORARY RENTAL CONTAINERS**

**RATE PER EACH**

3YRGD	DELV 3 YD RENTAL FOR TRASH	\$ 24.78	1.50%	\$ 0.37	\$ 25.15
3YRGP	SERVICE 3 YD RENTAL FOR TRASH	\$ 92.39	1.50%	\$ 1.39	\$ 93.78
3YRXD	ADDL DAY - 3YD RENT CONTAINER	\$ 2.00	0.00%	\$ -	\$ 2.00

Note: Temporary = not longer than 30 days, with 45 days between projects. Rent included for first 7 days.

**BULKY ITEMS - DEBRIS BOX**

STANDARD FEES APPLY FOR THESE ITEMS IF DECLARED & SEPARATED ACCORDING TO INSTRUCTIONS.

ADDITIONAL FEES MAY APPLY FOR ITEMS FOUND IN LOADS.

**RATE PER EACH**

TOFFR	TIRE CHARGE NO RIM	\$ 4.59	0.00%	\$ -	\$ 4.59
TONR	TIRE CHARGE ON RIM	\$ 9.18	0.00%	\$ -	\$ 9.18
APL	APPLIANCE	\$ 11.48	0.00%	\$ -	\$ 11.48
APF	REFRIGERATOR/FREEZER	\$ 51.66	0.00%	\$ -	\$ 51.66

**MEDICAL WASTE COLLECTION SERVICES**

**RATE PER EACH**

M4HSC	4.7 QT SHARPS CONTAINER	\$ 24.31	2.00%	\$ 0.49	\$ 24.80
M10SC	10 QT SHARPS CONTAINER	\$ 27.50	2.00%	\$ 0.55	\$ 28.05
M23SC	23 QT SHARPS CONTAINER	\$ 48.93	2.00%	\$ 0.98	\$ 49.91
9CDBC	9GAL CONFIDENTIAL DOCUMENT BOX	\$ 30.69	2.00%	\$ 0.61	\$ 31.30
M21BX	21 GAL MEDICAL WASTE BOX	\$ 44.97	2.00%	\$ 0.90	\$ 45.87
M48BX	48 GAL MEDICAL WASTE BOX	\$ 50.56	2.00%	\$ 1.01	\$ 51.57
M8GBP	RX MED WASTE TUB	\$ 95.56	2.00%	\$ 1.91	\$ 97.47

Note: Additional fees may apply for overweight tubs. Improperly prepared materials cannot be collected.

Finance Charges (0.75% monthly, 9% annually) will be assessed on any past due amount (excluding amounts in dispute over billing or service issues).  
 Billing Terms: Commercial Accounts are billed on a monthly basis.  
 Residential accounts are billed once every two months; one in advance and one in arrears.

**Tillamook County Franchise Hauler Rate Review Report**

edited March 2017

	Total				Allocation method	Tillamook County franchise				Allocation method/comments
	2016 actual	7/1/17-6/30/18 projected w/o rate change	7/1/17-6/30/18 projected w/ rate change	% change		2016 actual	7/1/17-6/30/18 change	7/1/17-6/30/18 projected w/o rate change	7/1/17-6/30/18 projected w/ rate change	
<b>REVENUE</b>										
Collection Services	9,191,456	9,392,586	9,397,605	2.2%	Actual	349,484	359,485	364,504	4%	
Rental revenue	-	-	-	#DIV/0!	n/a	-	-	-	#DIV/0!	
Non-franchised revenue & pass-through revenue	19,072	23,341	23,341	22%	Actual	-	-	-	#DIV/0!	outside repairs
Recycling revenues	-	-	-	#DIV/0!	n/a	-	-	-	#DIV/0!	
Other revenue	131,617	130,870	130,870	-1%	Actual	5,819	6,095	6,095	5%	medical waste
<b>Total revenue</b>	<b>9,342,145</b>	<b>9,546,797</b>	<b>9,551,816</b>	<b>2.2%</b>		<b>355,303</b>	<b>365,580</b>	<b>370,599</b>	<b>4%</b>	
Number of regular customers as of January 1, 2016*	15,079				svc levels	719				
Number of regular customers as of July 1, 2016*	15,451				for regular	771				
Number of regular customers as of January 1, 2017*	15,350				can/cart/container customers	744				
*Regular customers are usually cans, carts, dumpsters, compactors, based on service listings.										
<b>EXPENSES</b>										
<b>Operational expenses</b>										
Disposal expense (franchised)	2,406,458	2,369,944	2,369,944	-2%	weights	80,643	82,256	82,256	2%	inc. growth & tip fee adj.
Disposal expense (other)	84,939	86,638	86,638	2%	MW revenue	203	207	207	2%	medical waste
Recycling collection expense	-	-	-	#DIV/0!	included w/ops	-	-	-	#DIV/0!	included in ops expenses
Recycling processing expense	380,097	387,699	387,699	2%	Program Hours	-	-	-	#DIV/0!	
<b>Labor-related expenses</b>										
Labor expense	1,076,311	1,292,446	1,292,446	20%	Labor Hours	54,239	60,060	60,060	11%	
Taxes, insurance	398,124	447,204	447,204	12%	Labor Hours	20,063	22,536	22,536	12%	
Other labor-related expense	69,183	70,532	70,532	2%	Labor Hours	3,486	3,554	3,554	2%	
<b>Operations-related expenses</b>										
Fuel	221,087	258,727	258,727	17%	Labor Hours	11,141	13,038	13,038	17%	
Repairs and Maintenance	979,542	1,060,591	1,060,591	8%	Labor Hours	48,540	52,741	52,741	9%	
Depreciation and Amortization	264	264	264	0%	Labor Hours	13	13	13	0%	
Op. Lease and/or Rent	625,406	544,719	544,719	-13%	Labor Hours	30,691	26,625	26,625	-13%	
Equipment expense	60,085	59,672	59,672	-1%	Labor Hours	3,028	3,007	3,007	-1%	Supplies
Insurance expense	104,315	107,613	107,613	3%	Labor Hours	5,257	5,423	5,423	3%	
Other operational expense (incl. franchise fees)	610,453	588,918	588,918	-4%	Labor Hours	9,253	7,658	7,658	-17%	
<b>Total operational expenses</b>	<b>7,016,264</b>	<b>7,274,968</b>	<b>7,274,968</b>	<b>4%</b>		<b>266,559</b>	<b>277,120</b>	<b>277,120</b>	<b>4%</b>	
Number of collection trucks as of January 1, 2016	32					5				
Number of collection trucks as of January 1, 2017	38	INCLUDES BACK-UPS & "PROJECTS"				5	INCLUDES BACK-UPS			
<b>Administrative expense</b>										
Management services	280,265	286,404	286,863	2%	% of revenue	10,659	10,967	11,118	4%	% of revenue
Administrative services	840,794	859,212	860,589	2%	% of revenue	31,977	32,902	33,354	4%	% of revenue
Postage, phones, office supplies, utilities, etc.	91,085	91,712	91,712	1%	customer counts	3,863	3,890	3,890	1%	
Advertising and outreach expenses	11,861	9,780	9,780	-18%	customer counts	503	415	415	-18%	
Education, Training, Publications, dues	23,548	26,911	26,911	14%	customer counts	999	1,141	1,141	14%	
Bad debts	36,845	38,673	38,673	5%	customer counts	1,563	1,640	1,640	5%	
Other admin. Expenses	132,156	154,497	154,497	17%	customer counts	5,606	6,553	6,553	17%	
<b>Total administrative expenses</b>	<b>1,416,554</b>	<b>1,467,190</b>	<b>1,469,026</b>	<b>4%</b>		<b>55,170</b>	<b>57,509</b>	<b>58,111</b>	<b>5%</b>	
Interest income, Loss on Sale of Assets						(296)	(301)	(301)		
Return on income before taxes (revenue - allowable costs)	909,327	804,640	807,823	-11%		33,870	31,252	35,669	5%	
<b>Operating margin</b>	<b>9.7%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>-13%</b>		<b>9.5%</b>	<b>8.5%</b>	<b>9.6%</b>	<b>1%</b>	