

Control Number: 49311



Item Number: 24

Addendum StartPage: 0

PUC DOCKET NO. 49311

PUC I	DOCKET	NO. 49311
APPLICATION OF PARK WATER	§	PUBLIC UTINITY COMMISSION
COMPANY TO OBTAIN	§	11 11 13
CERTIFICATES OF CONVENIENCE	§	OF TEXAS
AND NECESSITY IN MIDLAND	§	A Company of the Comp
COUNTY	§	

PARK WATER COMPANY'S RESPONSES TO COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION **QUESTION NOS. STAFF 2-1 THROUGH 2-5**

Pursuant to P.U.C. Substantive Rule 16 T.A.C. § 22.144, Park Water Company files its Response to Commission Staff's Second Request for Information, which was received on September 3, 2019. Pursuant to 16 T.A.C. § 22.144(c), Park Water Company's responses are timely filed within 20 days after receipt of the request. Park Water Company stipulates that these responses can be treated by all parties as if the answers were filed under oath.

Respectfully submitted,

Richard Hamala

State Bar No. 08810750

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Jonathan Cochran

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ATTORNEYS FOR PARK WATER COMPANY

CERTIFICATE OF SERVICE

I certify that a copy of this document was served on all parties of record in this proceeding on September 17, 2019, by regular mail, facsimile transmission, or hand delivery.

ichard Hamala

PUC DOCKET NO. 49311

RESPONSE TO COMMISSION STAFF'S SECOND REQUEST FOR INFORMATION TO PARK WATER COMPANY QUESTION NOS. STAFF 2-1 THROUGH 2-5

STAFF 2-1:

In reference to Exhibit 1, Page 1 of Park Water Company's Third Supplement to Application, dated August 20, 2019, provide an itemized list of the cost for engineering fees for water treatment total of \$90,000 and wastewater treatment total of \$350,000.

RESPONSE:

Engineering Fees for Water Treatment Total of \$90,000

Item No.	Description	Quantity	Unit	Unit Cost	Total
1	Phasing Design Obtain TCEQ Approval	1	LS	\$25,000.00	\$25,000.00
2	Design of Water Facilities	1	LS	\$35,000.00	\$35,000.00
3	Inspections and TCEQ Reverse Osmosis Checklist Report	1	LS	\$30,000.00	\$30,000.00
				Subtotal	\$90,000.00

LS = Lump Sum

Engineering Fees for Wastewater Treatment Total of \$350,000

Item No.	Description	Quantity	Unit	Unit Cost	Total
1	Design of Wastewater Facilities	1	LS	\$320,000.00	\$320,000.00
2	TCEQ Report and Inspections 1st and 2nd Membrane Bioreactor Unit	2	LS per unit	\$15,000.00	\$30,000.00
				Subtotal	\$350,000.00

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Prepared by: Rich Oller, PE

Sponsored by: Rich Oller, PE

STAFF 2-2: In reference to Exhibit 1, Page 1 of Park Water Company's Third Supplement to Application, dated August 20, 2019, provide an itemized list, with cost breakdown, for the water treatment facility total of \$1,180,000 and wastewater treatment facility total of \$1,839,000.

RESPONSE:

Water Treatment Facility Total of \$1,180,000

Item	Description	Quantity	Unit	Unit Cost	Total
No.					
16	75k Ground Storage Tank	75,000	Gal.	\$1.25	\$93,750.00
	(GST) – Black Poly NSF61				
	Raw Water Dosing Tank				
17	250k GST – Treated Water	25,0000	Gal.	\$1.25	\$312,500.00
	Tank (welded steel)				
18	75K GST – Concentrate Water	75,000	Gal.	\$1.25	\$93,750.00
	Tank (welded steel)				
19	10k Hydropneumatics Pressure	1	LS	\$35,300.00	\$35,300.00
	Tank & Air Compressor				
	Controls				
20	Duplex Booster Pumps w/	1	LS	\$32,000.00	\$32,000.00
	Variable Frequency Drives				
	(VFD) (feeding Hydro tank)				
21	Sch 80 PVC Reverse Osmosis	1	Job	\$22,000.00	\$22,000.00
	piping, fittings, valves, static				
	mixers, etc.				
22	Uni-Strut Frame Piping	1	Job	\$2,500.00	\$2,500.00
	Support & Brackets				
23	pH Inline Probe for Caustic	1	LS	\$3,500.00	\$3,500.00
	Adjustment				412.000.00
24	Flow Meter	2	EA	\$6,500.00	\$13,000.00
25	Oncor Electrical Extension &	1	Job	\$50,000.00	\$50,000.00
	Drop				
26	Electrical Wiring	1	LS	\$30,000.00	\$30,000.00
27	Pump Control Valves	2	EA	\$3,500.00	\$7,000.00
28	Booster Pump Piping	1	LS	\$20,000.00	\$20,000.00
29	Building for Booster Station &	1,200	SF	\$36.00	\$43,200.00
	Reverse Osmosis Treatment				
30	Tank Controls	2	EA	\$9,000.00	\$18,000.00
31	Standby Generator w/ Auto	1	LS	\$30,000.00	\$30,000.00
	Switch				

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STAFF -2-2

Item	Description	Quantity	Unit	Unit Cost	Total
No.				_	
32	Chlorine Cylinders	3	EA	\$1,000.00	\$3,000.00
	(150lb bottles)				
33	Chlorine Gas System (Leak	1	LS	\$5,000.00	\$5,000.00
	Detector, Pump, Switchover,				
	Ejector Set-up)				
34	Fiberglass Chlorine Building	1	LS	\$16,000.00	\$16,000.00
35	JM Eagle Containment Pallet	3	EA	\$100.00	\$300.00
36	Grundfos Chemical Pump	2	EA	\$3,500.00	\$7,000.00
	(Antiscalant & Caustic)				
37	55-Gallon Drum of Treatment	2	EA	\$1,600.00	\$3,200.00
	Chemical (Antiscalant and				
	Caustic)				
38	8-Inch Water Header Line into	1,500	FT	\$16.00	\$24,000.00
	Treatment				
39	Treatment Facility Concrete	-	LS	-	-
	Foundation Pad (Included in				
	Bldg. Cost)				
40	SCADA Control System	1	LS	\$25,000.00	\$25,000.00
41	Reverse Osmosis Water	2	EA	\$130,000.0	\$260,000.00
1	Treatment Unit (200gpm) –			0	!
	Toray Membranes				
42	Plant Piping	1	Job	\$30,000.00	\$30,000.00
				Subtotal	\$1,180,000.00

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LS = Lump Sum

STAFF 2-2

Wastewater Treatment Facility Total of \$1,839,000.00

Item	Description	Quantity	Unit	Unit Cost	Total
No.	_				
3	Smith & Loveless Membrane	2	EA	\$617,000.00	\$1,234,000.00
	Bioreactor (Phase I-0.065 MGD)				
4	Oncor Electric Extension & Drop	1	Job	\$50,000.00	\$50,000.00
5	Electrical Disconnect & Panel	1	LS	\$25,000.00	\$25,000.00
	(sized for all phases)				
6	Fencing	3,000	FT	\$15.00	\$45,000.00
7	Flow Meters (influent and	1	EA	\$22,500.00	\$22,500.00
	effluent)				
8	Wet Well 12-foot Diameter	1	LS	\$50,000.00	\$50,000.00
	Fiberglass				
9	Main Lift Station	1	LS	\$48,000.00	\$48,000.00
	(Smith &Loveless -revised 2				
	pump)				
10	UV Disinfection In-Line	11	LS	\$30,000.00	\$30,000.00
11	150K GST Reuse	150,000	Gal.	\$1.50	\$225,000.00
	(Polytank Temporary)				
12	Wet Well Reuse Packaged	1	LS	\$50,000.00	\$50,000.00
	Pumps Gicon (for movement to				
	pressure tank for irrigation)	4.500		615.00	#22 500 00
13	In Plant Lift Station Force Main	1,500	FT	\$15.00	\$22,500.00
	6-Inch PVC (Lift Station to Inlet				
14	of Treatment Unit)	1	TC	Ø15 000 00	\$15,000.00
14	Sludge Pump & Piping for	1	LS	\$15,000.00	\$13,000.00
1.5	Disposal	1,100	FT	\$22.00	\$22,000.00
15	10-Inch Piping to Discharge	1,100	LI	\$22.00	\$42,000.00
16	Point @ Draw Duplex Booster Pumps w/	2	EA	\$32,000.00	\$64,000.00
10	VFD's (Temp Tank and	2	LA	\$32,000.00	φυτ,υυυ.υυ
	Discharge)				
	Discharge			Subtotal	\$1,839,000.00
T.C.	I C		L	Dubitital	Ψ1,000,000.00

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LS = Lump Sum

Prepared by: Rich Oller, PE

Sponsored by: Rich Oller, PE

STAFF 2-3: In reference to Exhibit 1, Page 1 of Park Water Company's Third

Supplement to Application, dated August 20, 2019, please provide an

itemized breakdown of the cost for well development total of \$511,600.

Cost for Well Development Total of \$511,600 RESPONSE:

Item No.	Description	Quantity	Unit	Unit Cost	Total
4	Well Drilling	2	EA	\$100,000.00	\$200,000.00
	(16-in bore, 10-in casing, stainless steel screen)				
5	Well Pumps (submersible)	2	EA	\$17,500.00	\$35,000.00
6	Discharge Ductile Iron Flange Fittings, Piping, Valves	2	EA	\$14,100.00	\$28,200.00
7	Flow Meter	2	EA	\$10,000.00	\$20,000.00
8	6-inch Well Discharge Piping to Header Line	600	FT	\$22.00	\$13,200.00
9	Well Fencing (chain link)	1,500	FT	\$15.00	\$22,500.00
10	Access Road to Wells (Strip-Paved Double Seal Coat)	-	<u> </u>	-	-
11	Access Road to Wells (Caliche Base)	1,000	CY	\$75.00	\$75,000.00
12	Oncor Electrical Drops from Power Company	2	EA	\$25,000.00	\$50,000.00
13	Electrical- Well Panels	2	EA	\$16,000.00	\$32,000.00
14	Chlorinated Gravel Pack	14	CY	\$550.00	\$7,700.00
15	Concrete Foundation Pad	2	LS	\$14,000.00	\$28,000.00
				Subtotal	\$511,600.00

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Prepared by: Rich Oller, PE

Sponsored by: Rich Oller, PE

STAFF 2-4

STAFF 2-4:

Provide a list of water and sewer utilities operating in the county, and their current rates. For example, Greenwood Water Corporation's 2013 tariff shows a base rate for water of \$72.58 (5/8" meter), plus a gallonage rate of \$2.97 per 1,000 gallons for 0 to 20,000 gallons.

RESPONSE:

Utility Name	CCN No.	PWS No.	# of Meters	Current Rates			
		<u> </u>		Meter Size	Monthly Charge	Gallonage Charge (1,000 gallons)	
James F. Sawyer dba South Midland County Water System (Midland County)	13223	1650077	55	5/8"	\$35.00	\$0.00 No tariff found for this system. Rate information provided verbally by Ramon C. Gonzales	
Montfort Corporation dba Warren Road Subdivision Water Supply (Midland County)	13001	1650084	65	5/8" or 3/4"	\$13.86 (includes 1,000 gallons)	\$1.28	
Glen Cothrun dba Twin Oaks Mobile Home Park (Midland County)	13008	1650057	78	5/8" or 3/4"	\$7.50 (includes 3,000 gallons)	\$1.25	
Greenwood Terrace Mobile Home Park, LLC (Midland County)	13003	1650048	40	5/8" or 3/4"	\$13.50 (includes 2,000 gallons)	\$3.00	

STAFF 2-4

Utility Name	CCN No.	PWS No.	# of Meters	Current Rates			
		J		Meter Size	Monthly Charge		allonage Charge (1,000 gallons)
Greenwood Water Corporation (Midland County)	11792	1650078	296	5/8" or 3/4"	\$72.58	\$2.97	0 to 20,000 gallons
				1"	\$181.45	\$3.24	20,001 to 25,000 gallons
			1	1-1/2"	\$362.90	\$3.51	25,001 to 30,000 gallons
				2"	\$580.64	\$3.78	30,001 to 35,000 gallons
				3"	\$1,088.70	\$4.32	from 35,000 gallons and above
			ļ	4"	\$1,814.50		



The following utility rates were set in PUC Docket No. 46123 for a West Texas utility that must treat water with reverse osmosis equipment.

Utility Name	CCN No.	PWS No.	# of Meters	Current Rates				
	L.,,,,,			Meter Size	Monthly Charge	C	Gallonage Charge (1,000 gallons)	
Ashley and Fagan Investments Company, Inc. dba Rio Brazos Water System (Kent County)	12952	1320006	36	All	\$86.91 plus \$92.09 CIP Surcharge*	\$0.00	0 to 3,000 gallons	
					\$181.45	\$9.50	3,001 to 5,000 gallons	
			ļ		\$362.90	\$10.50	5,001 to 10,000 gallons	
					\$580.64	\$12.00	10,001 and over gallons	

^{*}Capital Improvement Surcharge (CIP Surcharge) for Reverse Osmosis Treatment Plant (PUC DOCKET NO. 46123)

Prepared by: Jonathan Cochran and Richard Hamala

Sponsored by: Bret Fenner, PE

STAFF 2-4

STAFF 2-5:

In reference to the operating budget for both water and wastewater, provide for each category listed below, the number of employees, job title, detailed job description, and projected number of work hours per week.

Administration:

Office Salaries

Field Operations:

Salaries

Superintendent Operator (s)

Utility Crewman

Heavy Equipment Operator

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RESPONSE:

The information requested is shown on the pages below and on the attached Exhibit A.

Prepared by: Cindy Bowers and Graham Symmonds

Sponsored by: Bret Fenner, PE

Position: UTILITY SUPERINTENDENT

Role: Provides leadership and guidance to the regional office to ensure safe, compliant and efficient operation of all Park Water and Park Sewer assets. The Utility Superintendent is responsible for the following:

Business Operations

Water deployment (recharge credit admin, reclaimed water sales)
Political Liaison (Midland County Utility District, Counties, Cities etc)

Permit Development (shared with Engineering Manager)

Line Extension Development and Administration

PUCT Reporting

Local CSR

Account Establishment

Complaints recording and tracking

Account enquiry

Meter Reading and Reporting

Texas One-Call Execution

Shut off notices/Delinquent Account Notification

Occupancy surveys (new construction habitation)

Media relations (in consultation with Senior Management)

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Rate Case preparation (with Senior Management)

Rate Base Management (with Senior Management)

Financial

Reports & Returns

A/P shepherding

Budget generation and variance reporting

Payroll Management of Hourly Employees

Local HR

Policy Administration

Benefits Administration (liaison with HQ)

Personnel Review/Reporting

Staffing

Position: Water/Wastewater Treatment Operator

Role: The water treatment plant operator under the direct supervision of the Operations Superintendent maintains the daily operations and maintenance of the Park Water Company Public Water System Production, Treatment and Distribution Systems and the Park Sewer Company Collection, Treatment and Recycled Water Conveyance Systems.

Duties (not limited to):

- Performs daily monitoring of the plant functions which includes accessing the daily demands and making appropriate adjustments to meet those demands
- Performs basic laboratory analysis and field tests
- Monitors the SCADA system for trends and makes adjustments as needed
- Monitors the chemical demands for the disinfection needs of the system
- Performs basic maintenance of plant components
- Performs daily log entry and month end reporting
- Participates in the on-call schedule
- Performs other duties as needed

Basic Skills:

- Knowledge of pumps stations, well operation and basic plant components
- Knowledge of water treatment plant processes (reverse osmosis, flocculation, precipitation, filtration, disinfection etc) and wastewater treatment processes (activated sludge, membrane bioreactor etc)
- Experience with SCADA systems
- Able to communicate effectively verbally and in writing
- Possess basic computer skills (Microsoft programs)
- Knowledge of the Safe Drinking Water Act and Clean Water Act
- Basic knowledge of chemistry and laboratory analysis
- Able to lift 30 lbs

Qualifications:

• Two years experience in the operations and maintenance of water and wastewater treatment

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- Valid Texas Driver's License with a clean driving record
- State of Texas certification in Water & Wastewater Treatment
- State of Texas certification in Distribution and Collections

Duties may include assisting with the Engineering Department in the construction/inspection/acceptance of water and wastewater infrastructure.

Position: Utility Operator/Heavy Equipment Operator

Role: The Utility Operator/Heavy Equipment Operator under the direct supervision of the Operations Superintendent provides direct operational support to safely operate and maintain the company's utility assets.

Duties (not limited to):

- Performs daily monitoring of the plant functions which includes accessing the daily demands and making appropriate adjustments to meet those demands
- Uses the SCADA system for operational tasks
- Performs basic maintenance of plant components
- Performs daily log entry
- Participates in the on-call schedule
- Operates utility or rented equipment for the purpose of affecting repairs to or installation of utility assets
- Performs other duties as required

Basic Skills:

• Basic knowledge of pumps stations, well operation and basic plant components

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- Experience with SCADA systems
- Able to communicate effectively verbally and in writing
- Possess basic computer skills (Microsoft programs)
- Basic knowledge of the Safe Drinking Water Act and Clean Water Act
- Able to lift 30 lbs

Qualifications:

- Valid Texas Driver's License with a clean driving record
- State of Texas certification in Water & Wastewater Treatment
- State of Texas certification in Distribution and Collections

Position: UTILITY ADMINISTRATOR

Role: Provides administrative services for utility operations including billing, accounting, financial data collection, collation and reporting and A/P & A/R activities.

Customer Account Maintenance

Customer Services

Complaint logging and direction to the Utility Superintendent

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Account Establishment

Phone Services

Account enquiry

Address Changes (phone and web-driven)

Customer Service aspects of Park Water and Park Sewer web-site

AR/AP

Customer Accounts Management

Billing Cycle Management

Production of Bills

Delinquent Account Management

Accounts Payable

Management of Invoice Approval Process

Park Water Company

Dollar amounts includes base wages and benefits Personnel is shared 50/50 between Water and Wastewater Companies

	Year 1	Year 2	Year 3	Year 4	Year 5
Vander Ranch				10	
Beginning Water Meters	0	100	150	200	250
Water Meters Installed	100	50	50	50	72
Ending Water Meters	100	150	200	250	322

Water Wages and Benefits	Year 1	Year 2	Year 3	Year 4	Year 5
Administration:					
Office Salaries	\$40,000	\$42,400	\$60,000	\$63,600	\$80,000
Base Wages	\$32,000	\$33,920	\$48,000	\$50,880	\$64,000
Employer Taxes and Benefits	\$8,000	\$8,480	\$12,000	\$12,720	\$16,000
Number of full-time personnel	1	1	1	1	2
Hours worked	40	40	40	40	40
Number of part-time personnel	40	40	1	1	40
Hours worked			20	20	
Field/Operations:					
Salaries	\$50,000	\$53,000	\$56,180	\$59,551	\$63,124
Base Wages	\$40,000	\$42,400	\$44,944	\$47,641	\$50,499
Employer Taxes and Benefits	\$10,000	\$10,600	\$11,236	\$11,910	\$12,625
Number of full-time personnel	1	1	1	1	1
Hours worked	40	40	40	40	40
Superintendent			\$37,500	\$39,750	\$42,135
Base Wages			\$30,000	\$31,800	\$33,708
Employer Taxes and Benefits			\$7,500	\$7,950	\$8,427
Number of full-time personnel			1	1	1
Hours worked			40	40	40
Operator(s)	\$30,000	\$31,800	\$60,000	\$63,600	\$67,416
Base Wages	\$24,000	\$25,440	\$48,000	\$50,880	\$53,933
Employer Taxes and Benefits	\$6,000	\$6,360	\$12,000	\$12,720	\$13,483
Number of full-time personnel	1	1	2	2	2
Hours worked	40	40	40	40	40
Utility Crewman			\$25,000	\$26,500	\$28,090
Base Wages			\$20,000	\$21,200	\$22,472
Employer Taxes and Benefits			\$5,000	\$5,300	\$5,618
Number of full-time personnel			1	1	1
Hours worked			40	40	40
Heavy Equipment Operator			\$25,000	\$26,500	\$28,090
Base Wages			\$20,000	\$21,200	\$22,472
Employer Taxes and Benefits			\$5,000	\$5,300	\$5,618
Number of full-time personnel			1	1	1
Hours worked			40	40	40

EXHIBIT A

Park Water Company

Dollar amounts includes base wages and benefits Personnel is shared 50/50 between Water and Wastewater Companies

	Year 1	Year 2	Year 3	Year 4	Year 5
Vander Ranch					
Beginning Water Meters	0	100	150	200	250
Water Meters Installed	100	50	50	50	72
Ending Water Meters	100	150	200	250	322

Wastewater Wages and Benefits	Year 1	Year 2	Year 3	Year 4	Year
Administration:					
Office Salaries	\$40,000	\$42,400	\$60,000	\$63,600	\$80,000
Base Wages	\$32,000	\$33,920	\$48,000	\$50,880	\$64,000
Employer Taxes and Benefits	\$8,000	\$8,480	\$12,000	\$12,720	\$16,000
Number of full-time personnel	1	1	1	1	2
Hours worked	40	40	40	40	40
Number of part-time personnel			1	1	
Hours worked			20	20	
Field/Operations:					
Salaries	\$50,000	\$53,000	\$56,180	\$59,551	\$63,124
Base Wages	\$40,000	\$42,400	\$44,944	\$47,641	\$50,499
Employer Taxes and Benefits	\$10,000	\$10,600	\$11,236	\$11,910	\$12,625
Number of full-time personnel	1	1	1	1	1
Hours worked	40	40	40	40	40
Superintendent			\$37,500	\$39,750	\$42,135
Base Wages			\$30,000	\$31,800	\$33,708
Employer Taxes and Benefits			\$7,500	\$7,950	\$8,427
Number of full-time personnel			1	1	1
Hours worked			40	40	40
Operator(s)	\$30,000	\$31,800	\$60,000	\$63,600	\$67,416
Base Wages	\$24,000	\$25,440	\$48,000	\$50,880	\$53,933
Employer Taxes and Benefits	\$6,000	\$6,360	\$12,000	\$12,720	\$13,483
Number of full-time personnel	1	1	2	2	2
Hours worked	40	40	40	40	40
Utility Crewman			\$25,000	\$26,500	\$28,090
Base Wages			\$20,000	\$21,200	\$22,472
Employer Taxes and Benefits			\$5,000	\$5,300	\$5,618
Number of full-time personnel			1	1	1
Hours worked			40	40	40
Heavy Equipment Operator			\$25,000	\$26,500	\$28,090
Base Wages			\$20,000	\$21,200	\$22,472
Employer Taxes and Benefits			\$5,000	\$5,300	\$5,618
Number of full-time personnel			1	1	1
Hours worked			40	40	40

EXHIBIT A

Park Water Company

Dollar amounts includes base wages and benefits Personnel is shared 50/50 between Water and Wastewater Companies

	Year 1	Year 2	Year 3	Year 4	Year 5
Vander Ranch					
Beginning Water Meters	0	100	150	200	250
Water Meters Installed	100	50	50	50	72
Ending Water Meters	100	150	200	250	322

Water and Wastewater Wages and					
Benefits	Year 1	Year 2	Year 3	Year 4	Year
Administration:					
Office Salaries	\$80,000	\$84,800	\$120,000	\$127,200	\$160,000
Base Wages	\$64,000	\$67,840	\$96,000	\$101,760	\$128,000
Employer Taxes and Benefits	\$16,000	\$16,960	\$24,000	\$25,440	\$32,000
Number of full-time personnel	1	1	1	1	2
Hours worked	40	40	40	40	40
Number of part-time personnel			1	1	
Hours worked			20	20	
Field/Operations:					
Galaries	\$100,000	\$106,000	\$112,360	\$119,102	\$126,248
Base Wages	\$80,000	\$84,800	\$89,888	\$95,281	\$100,998
Employer Taxes and Benefits	\$20,000	\$21,200	\$22,472	\$23,820	\$25,250
Number of full-time personnel	1	1	1	1	1
Hours worked	40	40	40	40	40
Superintendent			\$75,000	\$79,500	\$84,270
Base Wages			\$60,000	\$63,600	\$67,416
Employer Taxes and Benefits			\$15,000	\$15,900	\$16,854
Number of full-time personnel			1	1	10,05
Hours worked			40	40	40
Operator(s)	\$60,000	\$63,600	\$120,000	\$127,200	\$134,832
Base Wages	\$48,000	\$50,880	\$96,000	\$101,760	\$107,866
Employer Taxes and Benefits	\$12,000	\$12,720	\$24,000	\$25,440	\$26,966
Number of full-time personnel	1	1	2	2	2
Hours worked	40	40	40	40	40
Jtility Crewman			\$50,000	\$53,000	\$56,180
Base Wages			\$40,000	\$42,400	\$44,944
Employer Taxes and Benefits			\$10,000	\$10,600	\$11,236
Number of full-time personnel			1	1	1
Hours worked			40	40	40
leavy Equipment Operator			\$50,000	\$53,000	\$56,180
Base Wages			\$40,000	\$42,400	\$44,944
Employer Taxes and Benefits			\$10,000	\$10,600	\$11,236
Number of full-time personnel			1	1	1
Hours worked			40	40	40
otal Wages and Benefits	\$240,000	\$254,400	\$527,360	\$559,002	\$617,710
Total Wages	\$192,000	\$203,520	\$421,888	\$447,201	\$494,168
Total Employer Taxes and Benefits	\$48,000	\$50,880	\$105,472	\$111,800	\$123,542
Total Number of Full-time Personnel	3	3	7	7	8
Total Number of Part-time Personnel			1	1	-

EXHIBIT A