



2205 Commerce Drive ♦ P.O. Box 185 ♦ Carrollton, OH 44615 ♦ Fax: 330-627-1088

## **TRANSPORTATION ADVISORY COMMITTEE (TAC)**

### **AGENDA**

Date: August 31, 2016

Time: 9:30 am

Location: Carroll County Transit  
2205 Commerce Drive  
Carrollton, Ohio 44615

- Introductions
- Call to order and roll call
- Introduction of Guests
- New business
  - Appointment recommendations
  - Transit update
    - 2017 Transit Grant
    - Fully Allocated Costs
    - Contracts
    - DODD – Non-medical transportation certification
    - Operating hours
- Date for next TAC Meeting
- Adjourn



2205 Commerce Drive ♦ P.O. Box 185 ♦ Carrollton, OH 44615 ♦ Fax: 330-627-1088

## **TRANSPORTATION ADVISORY COMMITTEE (TAC)**

### **MEETING MINUTES**

Date: August 31, 2016

Time: 9:30 am

Location: Carroll County Transit  
2205 Commerce Drive  
Carrollton, Ohio 44615

Present: Deb Knight, CCDJFS; Rachel Rinkes, CC Probate/Juvenile; Weslee Warner, Southeast Inc.; Mathual Campbell, CCBDD; Sue Henderson, CCCOA; Sonja Leggett, Transit; Vicky Peoples, Transit.

New Business:

Ms. Leggett opened the meeting and advised that she was appointed by the Board of Commissioners on June 30, 2016 as the Chair for the TAC Committee. She then advised that we need to appoint a vice-chair and secretary.

Motion was made by Mr. Campbell to nominate Vicky Peoples as secretary, seconded by Mrs. Rinkes, all in favor, motion carried.

Motion was made by Mrs. Rinkes to nominate Debra Knight as Vice-Chair, seconded by Mr. Campbell, all in favor, motion carried.

Ms. Leggett proceeded to give an update on the following:

\*\* 2017 Transit Grant is due by September 16, 2016 and we are applying for \$235,000 for operating, an increase of \$5,000; \$20,000 capitalized maintenance, a decrease of \$2,634 and \$10,000 state GRF, and a decrease of \$8,415. Also, a capital project of 1 vehicle under grant 5339 in the amount of \$36,900 and another vehicle under grant 5339(b). Mr. Campbell questioned if the capitalized maintenance grant was based on how much was actually spent, Ms. Leggett replied yes. Ms. Leggett advised that Transit has a vehicle preventative maintenance policy in place and it is being followed so those numbers may increase next time around. Mrs. Henderson questioned if we use State Cooperative Purchasing and Ms. Leggett advised that ODOT actually gets the vehicle bid and she uses that when purchasing. Next year, for the capital grant, she is supposed to get 2 new vehicles and get rid of 2 vehicles. Mrs. Rinkes asked what she does with the ones she takes out of service. Ms. Leggett replied they will go for auction. Mrs. Knight questioned how old the fleet is. Mrs. Peoples advised the transits oldest vehicle is a 2007 and has

187,604 miles as of 8/29/16. She also advised there were other vans with 159,840 (2008); 208,992 (2010); 200,714 miles (2010); 207,723 miles (2010); 118,455 (2010); 126,234 (2011); 39,035 (2014) 52,025 (2014) and our newest vehicle has 13,636 (2015). Mr. Campbell asked if she had any plans for vehicles with natural gas. Ms. Leggett replied she has not looked into that yet.

\*\* Ms. Leggett then proceeded with the fully-allocated costs for those that have contracts. Transit currently have contracts with the following: Carrollton Exempted Village Schools; Carroll County Dept. Job & Family Services; Carroll County Board DD; Sr. Friendship Center (CCCOA); Veterans and a new contract will be signed by the Board of Commissioners tomorrow with Centreville Village of Carroll County. With that in mind Ms. Leggett gave handouts of the fully allocated costs and how we should be charging these rates. The operating is 50% which is why we keep our public fare low so the State give the other 50%. So, if she is not charging the fully allocated cost, it is compensated somehow and she is to show how. The numbers on the handouts are from 2015 fully allocated costs. Mrs. Henderson responded that she would be cutting her transportation service or looking at others to fund the medical appointment transportation because she only gets reimbursed approximately \$7.00/trip which is nothing compared to the \$53.10/trip full-allocated costs. Ms. Leggett commented that she used to pay for only a number of trips per month. Ms. Henderson replied she did, but she received a larger pool of money and was being generous, but she will be going back to only so many trips per month. Ms. Leggett replied she will go through each contract and do the fully-allocated cost/trip and then at the next meeting we, as a committee, could look at these costs and give a recommendation as to what to charge for contracts. We know the costs are increasing each year but Ms. Leggett doesn't want to lose any of her contracts because of the costs associated with them. Mrs. Knight advised transportation is needed for everyone for some reason or another. Mrs. Rinkes questioned what is CEVSD Group? Ms. Leggett replied that was the autistic group that went from the school to St. John's Villa during the day, but they no longer have that group this year.

\*\* Ms. Leggett also advised we had a decrease in passenger trips since the Board of DD can no longer provide that service to those on individual option waivers. The IOW passengers can choose any certified non-medical transportation providers and at that time Carroll County Transit was not certified. Therefore, in hopes of increasing our passenger trips and possibly getting those passengers back we applied through DODD to become a certified non-medical transportation provider and we were just advised that we were approved on August 23, 2016. This certification is good through August 16, 2019 and then we will need to re-apply at that time. Mr. Campbell added in 2014, there was a law passed that they would only reimburse for Medicaid. Where it affects CCBDD, is if CCBDD is integrating services, in the community, and if there were no conflict of interest. However, CCBDD have a conflict of interest because they have SSA's (case managers) that can help aviate people to services as well as provide services. So, they had to give up providing the services and keep the case managers' functions so hopefully they can maintain health and safety for the people. So, they are in the process of getting out of all those services that consist of non-medical transportation, day services, and community employment. So, that is why they are privatizing their workshop and stopped transportation with Transit quickly. So, now that Transit is certified for non-medical transportation, Transit can provide transportation to those clients again and bill for non-medical transportation since Transit could not before which will go through the State. Mr. Campbell stated Ms. Leggett could contract the billing with another entity or train Transit and he would be willing to facilitate that for her as well the possibility of Ray Heaston training at no charge. Mr. Campbell advised he would let everyone know that Transit is a certified provider for non-medical transportation. Also, the service hours for Transit were extended on a trial basis from 7:30 a.m. to 4:30 p.m. to 6:00 a.m. to 6:00 p.m. beginning September 1, 2016 through February 28, 2017. Mrs. Warner replied her clients are excited and believe it will increase their trips. Ms. Leggett advised though the Carroll County Transit is a government entity, she believes to better serve Carroll County and the residents they needed to extend the hours due to providing a different service compared to those offices in the Courthouse for example. Mrs. Henderson replied she appreciates what we have done with trying to expand service and suggested she would like to see the weekends available for transportation.

Ms. Leggett replied that may be something to look towards but she did not want to take too big of steps at a time. Mrs. Knight questioned if ridership goes up, on the public side, will this help with maintaining the increase in the contracts? Ms. Leggett replied yes, it should. Mrs. Rinkes stated it would be interesting to know, if you took out the contracts at those rates and increased the private ridership by that much more and see what that difference would be. Mrs. Henderson stated it would only be for medical transportation that she is obligated to do. She would never give up those trips with the seniors within the Village. Ms. Henderson questioned how important are the contracts. Ms. Leggett replied they are very important to the transit because they help with the Transit's match. But, they are also important to those that have the contracts because they guarantee transportation service. Mrs. Henderson advised she will always keep her Village contract. Mrs. Henderson stated a trip to Canton and back are roughly from \$70 to \$80 round trip that she is billed. She is going to an Area Agency meeting and questioned if she has to not contract and reimburse the client, how people would get proof of ridership, at the end of the month, and if we would be able to prepare a document showing their trips. Then, she would be completely out of it and it would be between the client and Transit and then they would present that to her. Mrs. Peoples replied she has not figured out how to pull a report for just one individual, but is working on that. Mrs. Henderson stated that she then could honor the trips for medical only. However, she is concerned that a lot of the clients would not be able to pay their trips upfront. Mrs. Warner questioned if those clients would pay \$15.00 like her clients do when they go on an outing. Ms. Leggett replied yes, if it is out of the county. Ms. Leggett advised that she can longer charge DJFS for no shows therefore, it is charged directly to the passenger and they must pay that prior to their next scheduled trip. Mrs. Knight agreed since DJFS cannot reimburse which she understands that because it costs money to go out to the houses and if no one is there for the ride we should be compensated since DJFS can't pay for services that were not provided. Ms. Leggett, suggested that she will also figure the 1<sup>st</sup> - 6 months of this year for fully-allocated costs and present that to the committee at the next meeting.

\*\* Ms. Leggett then advised about another grant (Tiger Grant) which is through the State and there are 4 phases. The groups consist of Group 1 has no scheduling software and no broadband; Group 2 has no scheduling software but has broadband; Group 3 – which includes Carroll County Transit has scheduling software but no broadband and Group 4 has both scheduling software and broadband. With that in mind it will be approximately 2017 when we get started on our phase of the grant. Ms. Leggett advised she will be working with ODOT and Connect Ohio to improve the broadband service and will give updates to the committee as they progress. Ms. Leggett then advised that she would like to get cameras for the vans for safety reasons. Mrs. Henderson and Mr. Campbell agreed that would be a good thing.

\*\* Ms. Leggett asked committee members what would be a good day and time to hold the TAC meetings. Committee agreed to hold them the last Wednesday of every month at 9:30 am and they may go to quarterly meetings once the committee is established and has had several meetings. Ms. Leggett also advised if there is anyone interested in attending the TAC meetings that it is open to the public.

\*\* Ms. Leggett questioned if anyone had anything else to present to the committee, nothing was presented.

\*\* Motion was made by Mr. Campbell to adjourn @ 10:30 am, seconded by Mrs. Rinkes, all in favor, motion carried.

Minutes by:

Vicky Peoples

FULLY ALLOCATED COST MODEL FORMAT - CARROLL COUNTY TRANSIT

		ELIGIBLE ANNUAL EXPENSES					
		Operations		Administration		TOTAL	
		veh-hr related costs	veh-mi related costs	fixed costs	fixed costs		
		010 Vehicle Operations	041 Vehicle Maintenance	042 Non-Vehicle Admin	160 General Admin		
501	LABOR						
501.01	Operator salary	\$ 228,627	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 228,627	\$ 228,627
501.02	Other salaries and wages				\$ 67,492	\$ 67,492	\$ 67,492
502	FRINGES						
502.15	Fringe benefits	\$ 57,852			\$ 18,851	\$ 76,703	\$ 76,703
503	SERVICES						
503.01	Management service fees	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
503.02	Advertising fees	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
503.03	Professional/technical services	\$ -	\$ -	\$ 1,000	\$ 3,500	\$ 4,500	\$ 4,500
503.04	Temporary help	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
503.05	Contract maintenance services	XXXXXXXXXXXXXXXXXXXX	\$ 14,293	\$ 4,350	\$ 2,000	\$ 20,643	\$ 20,643
503.06	Custodial services	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -	\$ -
503.99	Other services	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 6,000	\$ 650	\$ 6,650	\$ 6,650
504	MATERIALS & SUPPLIES CONSUMED						
504.01	Fuel and lubricants	\$ -	\$ 52,870	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ 52,870	\$ 52,870
504.02	Tires and tubes	\$ -	\$ 3,864	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ 3,864	\$ 3,864
504.99	Other materials and supplies	\$ -	\$ 529	\$ 300	\$ 3,561	\$ 4,390	\$ 4,390
505	UTILITIES						
505.02	Utilities and other than propulsion	XXXXXXXXXXXXXXXXXXXX	\$ -	XXXXXXXXXXXXXXXXXXXX	\$ 23,041	\$ 23,041	\$ 23,041
506	CASUALTY & LIABILITY						
506.01	Premiums for physical damage	XXXXXXXXXXXXXXXXXXXX	\$ 3,200	XXXXXXXXXXXXXXXXXXXX	\$ 4,000	\$ 7,200	\$ 7,200
506.02	Recoveries for physical damage	XXXXXXXXXXXXXXXXXXXX	\$ -	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
506.03	Premiums for public liability/prop dam	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 2,500	\$ 2,500	\$ 2,500
506.08	Premiums for other corp. insurance	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
506.09	Other corporate losses	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
506.10	Recoveries of other corporate losses	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
507	TAXES						
507.03	Property taxes	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -	\$ -	\$ -
507.04	Vehicle licensing and registration fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
507.05	Fuel/lube taxes	\$ -	\$ (4,787)	\$ -	\$ -	\$ (4,787)	\$ (4,787)
507.99	Other taxes		XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
508	PURCHASED TRANSPORTATION SERVICES						
508.01	Purchased transportation services	\$ -	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -
509	MISCELLANEOUS						
509.01	Dues and subscriptions	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 590	\$ 590	\$ 590
509.02	Travel and meetings	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 1,882	\$ 1,882	\$ 1,882
509.03	Bridge, tunnel and highway tolls	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
509.07	Bad debt expense	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX
509.08	Advertising/promotion media	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 3,000	\$ 3,000	\$ 3,000
509.99	Other miscellaneous expense	\$ -	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 200	\$ 200	\$ 200
511	INTEREST						
511.01	Interest expense	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
512	LEASES & RENTALS						
512.04	Passenger revenue vehicles	\$ -	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -
512.05	Service vehicles	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -
512.07	Engine houses car shops garage	XXXXXXXXXXXXXXXXXXXX	\$ -	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -
512.12	Other general administrative facilities	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ 1,500	\$ 1,500	\$ 1,500
600	OTHER						
600.01	Other costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OPERATIONS &amp; ADMINISTRATION</b>		<b>\$ 286,479</b>	<b>\$ 69,969</b>	<b>\$ 11,650</b>	<b>\$ 132,767</b>	<b>\$ 500,865</b>	<b>\$ 500,865</b>

divide by hours (7,014) to get \$40.84/hour      divide by miles (198,092) to get \$ .35/mile      fixed cost proportional factor \$500,865/(\$286,479 + \$69,696) = 1.40

**356,175**

**FULLY ALLOCATED COST IS: (\$40.84per hr cost x hours + \$.35per mi cost x miles) x 1.40fixed cost prop factor**

Sr. Example      40.84\*896+ .35\*28943\*1.40  
36,592.64+10,130.05 = 46,722.69\*1.40=65,411.76

Do not use these

513	DEPRECIATION AMORTIZATION						
513.04	Depreciation-passenger revenue veh	\$ -	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -
513.05	Depreciation service vehicles	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	\$ -	\$ -	\$ -

**COSTING OUT SERVICES USING FULLY ALLOCATED COST MODEL**

	Annual			Cost
	Vehicle-miles	Vehicle-hours	Ridership	
Sr. Center (Out)	28,943	896	1,233	
Sr. Center (In Village)	4,722	510	3,759	
DJFS	29,663	947	1,787	
CEVSD	15,107	476	1,384	
CEVSD Group	208	255	710	
CCBDD	60,450	1,975	5,811	
CCVSC	2,837	110	209	
FSS- S/L	25	3	17	
Public	56,137	1,844	4,297	
<b>Total System</b>	<b>198,092</b>	<b>7,014</b>	<b>19,207</b>	<b>\$ 500,865</b>

Average system cost per vehicle-mile	\$500,865/198,092	\$3
Average system cost per vehicle-hour	\$500,865/7,014	\$71
Average system cost per passenger	\$500,865/19,207	\$26

	Annual								
	Vehicle-miles	x \$3.00/veh-mi	Cost	Vehicle-hours	x \$71.00/veh-hr	Cost	Ridership	x \$26.00/passenger (trip)	Cost
Sr. Center (Out)	28,943	\$3.00	\$ 86,829	896	\$71.00	\$ 63,616	1,233	\$26.00	\$ 32,058
Sr. Center (In Village)	4,722	\$3.00	\$ 14,166	510	\$71.00	\$ 36,210	3,759	\$26.00	\$ 97,734
DJFS	29,663	\$3.00	\$ 88,989	947	\$71.00	\$ 67,202	1,787	\$26.00	\$ 46,462
CEVSD	15,107	\$3.00	\$ 45,321	476	\$71.00	\$ 33,796	1,384	\$26.00	\$ 35,984
CEVSD Group	208	\$3.00	\$ 624	255	\$71.00	\$ 18,105	710	\$26.00	\$ 18,460
CCBDD	60,450	\$3.00	\$ 181,350	1,975	\$71.00	\$ 140,225	5,811	\$26.00	\$ 151,086
CCVSC	2,837	\$3.00	\$ 8,511	110	\$71.00	\$ 7,792	209	\$26.00	\$ 5,434
FSS- S/L	25	\$3.00	\$ 75	3	\$71.00	\$ 178	17	\$26.00	\$ 442
Public	56,137	\$3.00	\$ 168,411	1,844	\$71.00	\$ 130,889	4,297	\$26.00	\$ 111,722
<b>Total System</b>	<b>198,092</b>	<b>\$3.00</b>	<b>\$ 594,276</b>	<b>7,014</b>	<b>\$71.00</b>	<b>\$ 498,012</b>	<b>19,207</b>	<b>\$26.00</b>	<b>\$ 499,382</b>

**USING THE FULLY ALLOCATED COST IS: (\$40.84per hr cost x hours + \$.35per mi cost x miles) x 1.40fixed cost prop factor**

\$41.00

	Annual Costs	Annual Cost/# Trips in 2015	Annual Cost/# miles in 2015	Annual cost/# vehicle hours 2015
Sr. Center (Out)	(28,943 x \$0.35 + 896 x \$40.84) x 1.40 = \$ <b>65,412</b>	\$53.05 per trip 1233	\$2.26 per mile 28,943	\$73.00/hr 896
Sr. Center (In Village)	(4,722 x \$0.35 + 510 x \$40.84) x 1.40 = \$ <b>31,474</b>	\$8.37 per trip 3,759	\$6.67 per mile 4,722	\$61.71/hr 510
DJFS	(29,663 x \$0.35 + 947 x \$40.84) x 1.40 = \$ <b>68,652</b>	\$38.41 per trip 1,787	\$2.31 per mile 29,663	\$72.49/hr 947
CEVSD	(15,107 x \$0.35 + 476 x \$40.84) x 1.40 = \$ <b>34,618</b>	\$25.01 per trip 1,384	\$2.29 per mile 15,107	74.12/hr 476
CEVSD Group	(208 x \$0.35 + 255 x \$40.84) x 1.40 = \$ <b>14,682</b>	\$20.67 per trip 710	\$70.58 per mile 208	\$57.57/hr 255
CCBDD	(60,450 x \$0.35 + 1975 x \$40.84) x 1.40 = \$ <b>142,543</b>	\$24.52 per trip 5,811	\$2.36 per mile 60,450	\$72.17/hr 1,975
CCVSC	(2837 x \$0.35 + 110 x \$40.84) x 1.40 = \$ <b>7,665</b>	\$36.67 per trip 209	\$2.70 per mile 2,837	\$69.68/hr 110
FSS- S/L	(25 x \$0.35 + 3 x \$40.84) x 1.40 = \$ <b>155</b>	\$9.11 per trip 17	\$6.20 per mile 25	\$51.66/hr 3
Public	(56,137 x \$0.35 + 1,844 x \$40.84) x 1.40 = \$ <b>132,911</b>	\$30.93 per trip 4,297	\$2.37 per mile 56,137	\$72.07/hr 1,844
<b>Total System</b>	<b>(198,092 x \$0.35 + 7,014 x \$40.84) x 1.11 = \$ <b>498,112</b></b>			

	x \$3.00/veh-mi	x \$71.00/veh-hr	x \$26.00/passenger (trip)	full alloc cost
Sr. Center (Out)	\$ <b>86,829</b>	\$ <b>63,616</b>	\$ <b>32,058</b>	\$ <b>65,412</b>
Sr. Center (In Village)	\$ <b>14,166</b>	\$ <b>36,210</b>	\$ <b>97,734</b>	\$ <b>31,474</b>
DJFS	\$ <b>88,989</b>	\$ <b>67,202</b>	\$ <b>46,462</b>	\$ <b>68,652</b>
CEVSD	\$ <b>45,321</b>	\$ <b>33,796</b>	\$ <b>35,984</b>	\$ <b>34,618</b>
CEVSD Group	\$ <b>624</b>	\$ <b>18,105</b>	\$ <b>18,460</b>	\$ <b>14,682</b>
CCBDD	\$ <b>181,350</b>	\$ <b>140,225</b>	\$ <b>151,086</b>	\$ <b>142,543</b>
CCVSC	\$ <b>8,511</b>	\$ <b>7,792</b>	\$ <b>5,434</b>	\$ <b>7,665</b>
FSS- S/L	\$ <b>75</b>	\$ <b>178</b>	\$ <b>442</b>	\$ <b>155</b>
Public	\$ <b>168,411</b>	\$ <b>130,889</b>	\$ <b>111,722</b>	\$ <b>132,911</b>
<b>Total System</b>	\$ <b>594,276</b>	\$ <b>498,013</b>	\$ <b>499,382</b>	\$ <b>498,112</b>

fully allocated cost model costs are a compromise between the other extremes