

## Attachment 1: Cost Drivers

Table 1 provides the cost drivers for each of the three options under consideration.

Table 1 Cost Drivers for Financial Analysis

Contracted Services	In-House*	Managed Competition
<p>A contracted service agreement for managing contracted litter vacuum services includes a range of cost components, such as:</p> <p>City contract management staffing costs;</p> <p>Operating costs (fleet, safety and office supplies, etc.)</p>	<p>Whether the East, West or both contracts are brought in-house following the expiration of the current contracts includes a range of cost components, such as:</p> <p>Salary, benefits, and other staffing costs (training, safety and office supplies, machinery and equipment, etc.);</p> <p>Fleet operating and supporting costs;</p> <p>Additional costs (training, technology and supplies, utilities and equipment), and</p> <p>One-time capital costs (fleet, infrastructure)</p>	<p>Creating a new entity to bid on City and private contracts and includes a range of cost components, such as:</p> <p>Contract management - staff costs (salary, benefits);</p> <p>Contract management - equipment (fleet, safety and office supplies, etc.); and</p> <p>One-time costs (preparatory costs, external consulting, etc.)</p>

\*In-house consists of three (3) options: East In-house, West In-house and East and West In-house