



Wilson CONSULTING

FINANCIAL MANAGEMENT • OPERATIONS MANAGEMENT

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March 24, 2022

Mr. Michael Jefferies
Waste Management Newberg Transfer and MRF
Waste Management Newberg Hauling
7227 NE 55th Ave
Portland, Oregon 97218

**RE: Additional Financial Information from Certified Public Accountant
Waste Management Newberg Transfer and Recycling Facility
Waste Management Newberg Hauling**

Waste Management of Oregon, Inc. (“Waste Management”) has prepared two Rate Review Reports for Yamhill County. One report is titled “Waste Management – Newberg Operations” and the second is titled “Waste Management – Newberg Transfer Recycling Facility.” Both cover the one-year period ending December 31, 2021 and are attached to this letter. Wilson Consulting was engaged by Waste Management to conduct analytical review and other procedures to confirm the accuracy of the rate review information. We have conducted the same analysis we conducted last year for prior period reports.

Procedures

We conducted the following procedures:

1. Reviewed the Franchise Agreement between Yamhill County and Waste Management of Oregon, Inc., as amended per Board Order 14-711 (solid waste collection).
2. Reviewed the Franchise Agreement between Yamhill County and Newberg Transfer and Recycling Center, Inc. as amended per Board Order 14-712 (operation of transfer station).
3. Reviewed Yamhill County Ordinance 626, Solid Waste Ordinance, 1997.

4. Obtained internal income statements From for Waste Management Newberg Transfer and MRF and Waste Management Newberg Hauling.
5. Reviewed process of creating the rate review information with Waste Management finance personnel.
6. Obtained Excel spreadsheets containing financial information, allocations, and formulas used in the rate review information.
7. Tied the internal profit and loss statement to the spreadsheets.
8. Reviewed elimination of expenses not allowable for rate making purposes.
9. Reviewed adjustments to revenue and expenses (e.g., depreciation, labor and allocations) for accuracy and consistency with other operations.
10. Conducted various review procedures on Waste Management provided data.
11. Agreed results to the “Waste Management – Newberg Operations” and “Waste Management – Newberg Transfer Recycling Facility” rate review reports.
12. Recalculated operating ratio and rate increase percentages.

Findings

Yamhill County’s Ordinance 626 regulates the accumulation, collection and disposal of solid waste and the creation and operation of disposal sites and allows for adjustment based on the change in CPI from May to May, for rates effective July 1 in each year (Yamhill Ordinance 626 section 8.1 (f), effective May 1, 1997). However, the Bureau of Labor Statistics does not release May CPI information until June. This does not leave sufficient time for WM to adjust the annual report, the County to review the annual report, and notify rate payers prior to the new rates becoming effective. To compensate for the lack of time to adjust the report and communicate those changes WM has adjusted the annual report to show the change in the CPI based on the annual change from 2020 to 2021 by using the BLS series CUUR0400SA0 values, which is the same method used in the last several prior years (8.1.f.2 Ordinance states CPI West C). Due to extreme pricing differences this year, the CPI adjustment for fuel expense is the fuel component of CPI.

Based on the analytical review and procedures we conducted, the financial statements entitled “Waste Management – Newberg Operations” and “Waste Management – Newberg Transfer Recycling Facility” statements are materially correct as provided, adjusting for CPI as stated above.

Mr. Michael Jefferies
Waste Management Newberg Transfer and MRF
Waste Management Newberg Hauling
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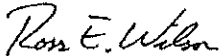
Scope and Use Limitation

The above analytical review and other procedures were done exclusively for the use of Waste Management and as such should be used for no other purpose. The terms 'review,' 'compilation,' and 'audit' have specific meanings for certified public accountants and the financial community. We have not conducted a review, compilation, or audit as defined by FASB, AICPA or financial community. If we conducted a review, compilation or audit our findings may have been different.

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If you have any questions about the above procedures or findings, please call me at (801) 949-8420.

Sincerely yours,



Ross E. Wilson, CPA

Report Type: Special Purpose Report  
Issued: March 24, 2022  
Form: Secured PDF  
Delivery: E-mailed to Juan Gomez at jgomezm@wm.com and Mike Jefferies at mjefferies@wm.com

**Ross Wilson**

Digitally signed by Ross Wilson  
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Date: 2022.03.24 12:21:09 -06'00'

**Waste Management - Newberg Transfer Recycling Facility  
Yamhill County Rate Review Report  
For The Year Ended December 31, 2021**

| Item                                        | Allocation Basis    | Expenses 2020 | Actual Allowable Expenses 2021 | Variance     | Adjustment % | Amount    | Allowable Expense 2021 |
|---------------------------------------------|---------------------|---------------|--------------------------------|--------------|--------------|-----------|------------------------|
| <b>Direct Cost</b>                          |                     |               |                                |              |              |           |                        |
| Disposal Cost                               | 100% Yamhill County | \$ 1,464,732  | \$ 1,632,180                   | \$ 167,449   | 0.00%        | \$ -      | \$ 1,632,180           |
| Processing Costs                            | 100% Yamhill County | \$ 245,664    | \$ 47,014                      | \$ (198,651) | 0.00%        | \$ -      | \$ 47,014              |
| Hauling Cost                                | 100% Yamhill County | \$ 1,486,646  | \$ 1,778,255                   | \$ 291,609   | 0.00%        | \$ -      | \$ 1,778,255           |
| Franchise Fees                              | 100% Yamhill County | \$ 4,450      | \$ 4,534                       | \$ 84        |              | \$ -      | \$ 4,534               |
|                                             |                     | \$ 3,201,492  | \$ 3,461,983                   | \$ 260,492   |              | \$ -      | \$ 3,461,983           |
| <b>Labor Costs</b>                          |                     |               |                                |              |              |           |                        |
| Salaries & Wages                            | 100% Yamhill County | \$ 209,765    | \$ 212,700                     | \$ 2,935     | 4.52%        | \$ 9,617  | \$ 222,318             |
| Insurance & Benefits                        | 100% Yamhill County | \$ 71,878     | \$ 58,600                      | \$ (13,278)  | 4.52%        | \$ 2,650  | \$ 61,249              |
| Payroll Tax Expense                         | 100% Yamhill County | \$ 17,457     | \$ 18,955                      | \$ 1,498     | 4.52%        | \$ 857    | \$ 19,812              |
| Other Employee Costs                        | 100% Yamhill County | \$ 9,118      | \$ 9,916                       | \$ 798       | 4.52%        | \$ 448    | \$ 10,364              |
| <b>Direct Labor Costs</b>                   |                     | \$ 308,218    | \$ 300,170                     | \$ (8,047)   |              | \$ 13,573 | \$ 313,743             |
| <b>Primary Equipment Costs</b>              |                     |               |                                |              |              |           |                        |
| Fuel & Transportation Costs                 | 100% Yamhill County | \$ 17,024     | \$ 23,655                      | \$ 6,631     | 4.52%        | \$ 1,070  | \$ 24,724              |
| Insurance & Claims                          | 100% Yamhill County | \$ 3,841      | \$ 6,117                       | \$ 2,275     | 4.52%        | \$ 277    | \$ 6,393               |
| Depreciation                                | 100% Yamhill County | \$ 24,664     | \$ 36,489                      | \$ 11,825    |              | \$ -      | \$ 36,489              |
| Building & Equipment Costs                  | 100% Yamhill County | \$ 51,317     | \$ 63,042                      | \$ 11,725    | 4.52%        | \$ 2,851  | \$ 65,893              |
| Repair Cost                                 | 100% Yamhill County | \$ 69,703     | \$ 27,087                      | \$ (42,616)  | 4.52%        | \$ 1,225  | \$ 28,312              |
| <b>Primary Equipment Costs</b>              |                     | \$ 168,550    | \$ 166,380                     | \$ (2,170)   |              | \$ 5,421  | \$ 161,811             |
| <b>Operations Support and Other</b>         |                     |               |                                |              |              |           |                        |
| Salaries & Wages                            | 100% Yamhill County | \$ 156,959    | \$ 91,671                      | \$ (65,288)  | 4.52%        | \$ 4,145  | \$ 95,816              |
| Insurance & Benefits                        | 100% Yamhill County | \$ 51,181     | \$ 35,310                      | \$ (15,872)  | 4.52%        | \$ 1,597  | \$ 36,906              |
| Payroll Tax Expense                         | 100% Yamhill County | \$ 12,214     | \$ 7,202                       | \$ (5,012)   | 4.52%        | \$ 326    | \$ 7,528               |
| Other Employee Costs                        | 100% Yamhill County | \$ 5,149      | \$ 4,067                       | \$ (1,081)   | 4.52%        | \$ 184    | \$ 4,251               |
| Maintenance & Repairs                       | 100% Yamhill County | \$ 108,938    | \$ 211,698                     | \$ 102,760   | 4.52%        | \$ 9,572  | \$ 221,270             |
| Property Taxes                              | 100% Yamhill County | \$ 5,536      | \$ 4,414                       | \$ (1,122)   | 4.52%        | \$ 200    | \$ 4,614               |
| Rental                                      | 100% Yamhill County | \$ 68,990     | \$ 149,200                     | \$ 80,210    | 4.52%        | \$ 6,746  | \$ 155,946             |
| Utilities                                   | 100% Yamhill County | \$ 5,184      | \$ 4,691                       | \$ (493)     | 4.52%        | \$ 212    | \$ 4,903               |
| Environmental Compliance                    | 100% Yamhill County | \$ 32,626     | \$ 34,146                      | \$ 1,520     | 4.52%        | \$ 1,544  | \$ 35,690              |
| Insurance & Claims                          | 100% Yamhill County | \$ 9,185      | \$ 11,466                      | \$ 2,280     | 4.52%        | \$ 518    | \$ 11,984              |
| License, Fees, Permits                      | 100% Yamhill County | \$ 1,879      | \$ 2,501                       | \$ 622       | 4.52%        | \$ 113    | \$ 2,614               |
| Supplies                                    | 100% Yamhill County | \$ 1,066      | \$ 3,661                       | \$ 2,596     | 4.52%        | \$ 166    | \$ 3,827               |
| Telecommunications                          | 100% Yamhill County | \$ 75         | \$ 70                          | \$ (6)       | 4.52%        | \$ 3      | \$ 73                  |
| Travel & Entertainment                      | 100% Yamhill County | \$ 848        | \$ -                           | \$ (848)     | 4.52%        | \$ -      | \$ -                   |
| Depreciation                                | 100% Yamhill County | \$ 165,481    | \$ 167,833                     | \$ 2,351     |              | \$ -      | \$ 167,833             |
| Corporate Overhead                          | 100% Yamhill County | \$ 280,519    | \$ 307,201                     | \$ 26,682    | 4.52%        | \$ 13,890 | \$ 321,091             |
| <b>Operating Costs</b>                      |                     | \$ 905,830    | \$ 1,035,130                   | \$ 129,300   |              | \$ 25,325 | \$ 1,074,346           |
| <b>General and Administrative</b>           | 100% Yamhill County | \$ 32,515     | \$ 34,446                      | \$ 1,931     | 4.52%        | \$ 1,558  | \$ 36,004              |
| <b>Total Expenses</b>                       |                     |               |                                |              |              |           |                        |
| Total Allowable Expenses                    |                     | \$ 4,614,604  | \$ 4,988,120                   |              |              |           | \$ 5,047,887           |
| Subtract Franchise Fees                     |                     | \$ (4,450)    | \$ (4,534)                     |              |              |           | \$ (4,534)             |
| Total Allowable Expenses with OR Applicable |                     | \$ 4,610,154  | \$ 4,983,585                   |              |              |           | \$ 5,043,353           |
| <b>Revenue</b>                              |                     | \$ 4,878,688  | \$ 5,342,626                   |              |              |           | \$ 5,342,626           |
| Current Operating Ratio (OR)                |                     | 94.5%         | 93.3%                          |              |              |           | 94.4%                  |

Waste Management - Newberg Operations  
 Yamhill County Rate Review Report  
 For The Year Ended December 31, 2021

| Direct Cost                                | Line # | Allocation Method | Actual Expense 2020 | Actual Expense 2021 | Variance   | %      | Adjustments Amount | Allowable Expense 2022 | Allowed Under Ordinance 626 Section # |
|--------------------------------------------|--------|-------------------|---------------------|---------------------|------------|--------|--------------------|------------------------|---------------------------------------|
| Wages - Route Drivers                      | 22     | Labor Hours       | \$ 174,958          | \$ 190,335          | \$ 15,377  | 4.52%  | \$ 8,606           | \$ 198,941             | 8.1 (b) (3)                           |
| Wages - Utility Workers                    | 23     | Labor Hours       | \$ 15,471           | \$ 11,612           | \$ (3,859) | 4.52%  | \$ 525             | \$ 12,137              | 8.1 (b) (3)                           |
| Wages - Mechanic                           | 24     | Labor Hours       | \$ 62,961           | \$ 65,969           | \$ 3,008   | 4.52%  | \$ 2,983           | \$ 68,951              | 8.1 (b) (3)                           |
| Payroll Tax Expense                        | 25     | Labor Hours       | \$ 33,683           | \$ 34,478           | \$ 795     | 4.52%  | \$ 1,559           | \$ 36,037              | 8.1 (b) (3)                           |
| Pension Plan Expense                       | 26     | Labor Hours       | \$ 8,063            | \$ 7,209            | \$ (854)   | 4.52%  | \$ 326             | \$ 7,535               | 8.1 (b) (3)                           |
| Medical Insurance                          | 27     | Labor Hours       | \$ 8,032            | \$ 12,397           | \$ 4,365   | 4.52%  | \$ 561             | \$ 12,957              | 8.1 (b) (3)                           |
| Training and Worker Safety                 | 29     | Labor Hours       | \$ 4,667            | \$ 6,276            | \$ 1,609   | 4.52%  | \$ 284             | \$ 6,560               | 8.1 (b) (3)                           |
| Fuel                                       | 30     | Miles             | \$ 37,452           | \$ 61,928           | \$ 24,476  | 37.90% | \$ 23,471          | \$ 85,399              | 8.1 (b) (3)                           |
| Repairs & Maintenance - Vehicles           | 31     | Labor Hours       | \$ 38,525           | \$ 28,695           | \$ (9,830) | 4.52%  | \$ 1,297           | \$ 29,992              | 8.1 (b) (3)                           |
| Repairs & Maintenance - Containers & Carts | 32     | Labor Hours       | \$ 64,579           | \$ 64,493           | \$ (85)    | 4.52%  | \$ 2,916           | \$ 67,409              | 8.1 (b) (3)                           |
| Depreciation - Vehicles                    | 35     | Labor Hours       | \$ 53,586           | \$ 78,424           | \$ 24,837  |        | \$ -               | \$ 78,424              | 8.1 (b) (3)                           |
| Depreciation - Containers & Carts          | 36     | Customers         | \$ 21,376           | \$ 23,392           | \$ 2,017   |        | \$ -               | \$ 23,392              | 8.1 (b) (3)                           |
| Disposal fees                              | 39     | Actual Amount     | \$ 489,305          | \$ 542,584          | \$ 53,279  |        | \$ -               | \$ 542,584             | 8.1 (b) (3)                           |
| Yard Rent                                  | 42     | Customers         | \$ 36,264           | \$ 38,765           | \$ 2,501   | 4.52%  | \$ 1,753           | \$ 40,518              | 8.1 (b) (3)                           |
| Insurance                                  | 45     | Labor Hours       | \$ 17,521           | \$ 18,831           | \$ 1,310   | 4.52%  | \$ 851             | \$ 19,683              | 8.1 (b) (3)                           |
| PUC / License / Fees                       | 47     | Labor Hours       | \$ 12,464           | \$ 13,863           | \$ 1,399   | 4.52%  | \$ 627             | \$ 14,490              | 8.1 (b) (3)                           |
| Customer Rebates                           | 20     | Tons              | \$ (16)             | \$ -                | \$ 16      |        | \$ -               | \$ -                   | 8.1 (b) (3)                           |
| Franchise Fees                             | 48     | Actual Amount     | \$ 29,403           | \$ 30,783           | \$ 1,380   |        | \$ -               | \$ 30,783              | 8.1 (b) (3)                           |
| Total Direct Cost                          |        |                   | \$ 1,108,294        | \$ 1,230,035        | \$ 121,741 |        | \$ 45,759          | \$ 1,275,794           |                                       |

Waste Management - Newberg Operations  
 Yamhill County Rate Review Report  
 For The Year Ended December 31, 2021

| Indirect Cost                      | Line # | Allocation Method | Expense     |             | Variance   | Adjustments |          | Allowable Expense 2022 | Allowed Under Ordinance 626 Section # |
|------------------------------------|--------|-------------------|-------------|-------------|------------|-------------|----------|------------------------|---------------------------------------|
|                                    |        |                   | Actual 2020 | Actual 2021 |            | %           | Amount   |                        |                                       |
| Management Salaries                | 56     | Customers         | \$ 34,532   | \$ 40,392   | \$ 5,860   | 4.52%       | \$ 1,826 | \$ 42,218              | 8.1 (b) (3)                           |
| Management Payroll Tax Expense     | 57     | Customers         | \$ 2,743    | \$ 3,682    | \$ 939     | 4.52%       | \$ 167   | \$ 3,849               | 8.1 (b) (3)                           |
| Management Medical Insurance       | 58     | Customers         | \$ 5,776    | \$ 6,922    | \$ 1,146   | 4.52%       | \$ 313   | \$ 7,235               | 8.1 (b) (3)                           |
| Management Workers Compensation    | 59     | Customers         | \$ 695      | \$ 1,136    | \$ 442     | 4.52%       | \$ 51    | \$ 1,188               | 8.1 (b) (3)                           |
| Management Pension Plan Expense    | 60     | Customers         | \$ 2,318    | \$ 2,724    | \$ 406     | 4.52%       | \$ 123   | \$ 2,848               | 8.1 (b) (3)                           |
| Management Other Employee Expense  | 61     | Customers         | \$ 17       | \$ 5        | \$ (12)    | 4.52%       | \$ 0     | \$ 6                   | 8.1 (b) (3)                           |
| Administrative Salaries            | 62     | Customers         | \$ 27,570   | \$ 33,048   | \$ 5,478   | 4.52%       | \$ 1,494 | \$ 34,542              | 8.1 (b) (3)                           |
| Administrative Payroll Tax Expense | 63     | Customers         | \$ 2,128    | \$ 3,013    | \$ 885     | 4.52%       | \$ 136   | \$ 3,149               | 8.1 (b) (3)                           |
| Administrative Medical Insurance   | 64     | Customers         | \$ 5,170    | \$ 5,663    | \$ 493     | 4.52%       | \$ 256   | \$ 5,919               | 8.1 (b) (3)                           |
| Administrative Pension Plan        | 65     | Customers         | \$ -        | \$ 487      | \$ 487     | 4.52%       | \$ 22    | \$ 509                 | 8.1 (b) (3)                           |
| Administrative Other Benefits      | 67     | Customers         | \$ (1)      | \$ 303      | \$ 304     | 4.52%       | \$ 14    | \$ 316                 | 8.1 (b) (3)                           |
| Office Rent                        | 68     | Customers         | \$ 985      | \$ 714      | \$ (270)   | 4.52%       | \$ 32    | \$ 747                 | 8.1 (b) (3)                           |
| Advertising and Public Education   | 69     | Customers         | \$ 109      | \$ 117      | \$ 8       | 4.52%       | \$ 5     | \$ 122                 | 8.1 (b) (3)                           |
| Employee and Community Activity    | 70     | Customers         | \$ 80       | \$ 161      | \$ 81      | 4.52%       | \$ 7     | \$ 169                 | 8.1 (b) (3)                           |
| Professional Fees                  | 71     | Customers         | \$ 4,758    | \$ 3,376    | \$ (1,382) | 4.52%       | \$ 153   | \$ 3,529               | 8.1 (b) (3)                           |
| Training and Education             | 72     | Customers         | \$ 1,087    | \$ 446      | \$ (641)   | 4.52%       | \$ 20    | \$ 467                 | 8.1 (b) (3)                           |
| Insurance                          | 73     | Customers         | \$ 288      | \$ 479      | \$ 191     | 4.52%       | \$ 22    | \$ 501                 | 8.1 (b) (3)                           |
| Telephone                          | 74     | Customers         | \$ 1,680    | \$ 1,276    | \$ (404)   | 4.52%       | \$ 58    | \$ 1,334               | 8.1 (b) (3)                           |
| Utilities                          | 75     | Customers         | \$ 2,780    | \$ 3,602    | \$ 823     | 4.52%       | \$ 163   | \$ 3,765               | 8.1 (b) (3)                           |
| Property Taxes/Licenses/Fees       | 76     | Customers         | \$ 6,758    | \$ 6,848    | \$ 90      | 4.52%       | \$ 310   | \$ 7,157               | 8.1 (b) (3)                           |
| Dues & Subscriptions               | 77     | Customers         | \$ 1,985    | \$ 2,110    | \$ 125     | 4.52%       | \$ 95    | \$ 2,206               | 8.1 (b) (3)                           |
| Depreciation - Office Building     | 78     | Customers         | \$ 1,126    | \$ 1,029    | \$ (97)    |             | \$ -     | \$ 1,029               | 8.1 (b) (3)                           |
| Depreciation - Office Equipment    | 79     | Customers         | \$ 111      | \$ 108      | \$ (3)     |             | \$ -     | \$ 108                 | 8.1 (b) (3)                           |
| Repairs & Maintenance-office       | 80     | Customers         | \$ 2,765    | \$ 6,511    | \$ 3,746   | 4.52%       | \$ 294   | \$ 6,806               | 8.1 (b) (3)                           |
| Cleaning and Maintenance           | 81     | Customers         | \$ 12       | \$ -        | \$ (12)    | 4.52%       | \$ -     | \$ -                   | 8.1 (b) (3)                           |
| Equipment Rental                   | 82     | Customers         | \$ 2,314    | \$ 2,317    | \$ 3       | 4.52%       | \$ 105   | \$ 2,422               | 8.1 (b) (3)                           |
| Office Supplies                    | 83     | Customers         | \$ 5,267    | \$ 10,092   | \$ 4,826   | 4.52%       | \$ 456   | \$ 10,549              | 8.1 (b) (3)                           |
| Postage & Freight                  | 84     | Customers         | \$ 1,182    | \$ 1,337    | \$ 155     | 4.52%       | \$ 60    | \$ 1,397               | 8.1 (b) (3)                           |
| Miscellaneous expense              | 85     | Customers         | \$ 297      | \$ 4,478    | \$ 4,181   | 4.52%       | \$ 202   | \$ 4,680               | 8.1 (b) (3)                           |
| Travel/Meals/Lodging               | 86     | Customers         | \$ 908      | \$ 1,223    | \$ 315     | 4.52%       | \$ 55    | \$ 1,278               | 8.1 (b) (3)                           |
| Bad Debt Expense                   | 88     | Customers         | \$ 2,705    | \$ 2,906    | \$ 201     | 4.52%       | \$ 131   | \$ 3,037               | 8.1 (b) (3)                           |
| Corporate overhead costs           | 89     | Hours             | \$ 29,543   | \$ 38,799   | \$ 9,256   | 4.52%       | \$ 1,754 | \$ 40,554              | 8.1 (b) (3)                           |
| Interest Expense                   | 91     | Customers         | \$ 11,841   | \$ 11,147   | \$ (694)   | 4.52%       | \$ 504   | \$ 11,651              | 8.1 (b) (3)                           |
| Total Indirect Cost                |        |                   | \$ 159,528  | \$ 196,453  | \$ 36,925  |             | \$ 8,831 | \$ 205,285             |                                       |

Waste Management - Newberg Operations  
 Yamhill County Rate Review Report  
 For The Year Ended December 31, 2021

| Summary                             | Line # | Allocation Method | Actual Expense 2020 | Actual Expense 2021 | Adjustments % | Allowable Expense 2022 | Allowed Under Ordinance 626 Section # |
|-------------------------------------|--------|-------------------|---------------------|---------------------|---------------|------------------------|---------------------------------------|
| Total Cost                          |        |                   | \$ 1,267,822        | \$ 1,426,489        |               | \$ 1,481,079           |                                       |
| Less: Franchise Fees                |        |                   | \$ 29,403           | \$ 30,783           |               | \$ 30,783              |                                       |
| Total Allowable Cost                |        |                   | \$ 1,238,419        | \$ 1,395,705        |               | \$ 1,450,296           |                                       |
| Total Revenue (less Franchise Fees) |        |                   | \$ 1,456,217        | \$ 1,565,590        |               | \$ 1,565,590           |                                       |
| Operating Ratio                     |        |                   | 85.04%              | 89.15%              |               | 92.64%                 |                                       |

\* The projected 2022 increase for Fuel is the Feb over Feb Fuel component of CPI