

Average Operating Expenses per Assignment (2011-2018)

Year	Total Operating Expenses*	Assignments	Average Operating Expense per Assignment
2011	\$10,799,204	7619	\$1,417.40
2012	\$10,648,130	7769	\$1,370.59
2013	\$11,152,645	7819	\$1,426.35
2014	\$11,799,524	7616	\$1,549.31
2015	\$12,055,872	7795	\$1,546.62
2016	\$12,116,494	7661	\$1,581.58
2017	\$12,292,655	7249	\$1,695.77
2018	\$12,470,372	7324	\$1,702.67

Source: BPC Spreadsheets [Exh. ROYER-9, Exh. ROYER-32], PSP Financials (Exh. JN-04, p.7)

* For years 2011-2017, based on BPC Spreadsheet summary

For year 2018, based on PSP Financials