

APPENDIX B-1
CASE 1
 COMBINATION CASE - MLP ACQUIRES CEA
IMPACTS
 (000s)

<u>LEVELIZED RESULTS</u>	
<u>RATE IMPACT</u>	
STANDALONE	12.64 cents/KWh
COMBINATION CASE - MLP ACQUIRES CEA	<u>11.82 cents/KWh</u>
% CHANGE	<u>-6.47%</u>
<u>RETAIL (SAVINGS) INCREASE (000s \$)</u>	
	<u>\$ (172,432)</u>
<u>ANNUAL RETAIL (SAVINGS) INCREASE (000s \$/Year)</u>	
	<u>\$ (14,369)</u>
<u>ASSESSMENTS - (000s \$/Year)</u>	
STANDALONE	5,119
COMBINATION CASE - MLP ACQUIRES CEA	<u>5,119</u>
CHANGE	<u>-</u>
<u>DIVIDENDS - (000s \$/Year)</u>	
STANDALONE	4,670
COMBINATION CASE - MLP ACQUIRES CEA	<u>4,670</u>
CHANGE	<u>-</u>
<u>RETURN</u>	
STANDALONE	53,684
COMBINATION CASE - MLP ACQUIRES CEA	<u>31,316</u>
CHANGE	<u>(22,367)</u>
<u>OPERATIONAL COST SAVINGS</u>	
STANDALONE	29,505
COMBINATION CASE - MLP ACQUIRES CEA	<u>19,675</u>
CHANGE	<u>(9,830)</u>
<u>WHOLESALE REVENUES</u>	
STANDALONE	50,321
COMBINATION CASE - MLP ACQUIRES CEA	<u>50,588</u>
CHANGE	<u>267</u>
<u>ANNUAL NET CASH FLOW IN (OUT)</u>	
	<u>463</u>

<u>FINANCIAL METRICS</u>	
AVERAGE DEBT/EQUITY RATIO OVER STUDY PERIOD	3.26
AVERAGE TIMES INTEREST EARNED RATIO (TIER)	0.81
AVERAGE DEBT SERVICE COVERAGE	1.50
WEIGHTED AVERAGE COST OF CAPITAL OVER PERIOD	6.62%
END OF STUDY PERIOD (2020) CASH BALANCE	42,426
ACQUISITION COST TO NET ASSETS RATIO	1.02
<u>ACQUISITION PAYMENT METHOD</u>	
BONDS/DEBT TO DEFEASE EXISTING DEBT	370,321
NEW DEBT FOR EQUITY/PATRONAGE CAPITAL	<u>162,280</u>
TOTAL DEBT	532,601
TOTAL CASH/EQUITY CONTRIBUTION	-
TOTAL ACQUISITION PAYMENT	<u>532,601</u>

APPENDIX B-1
CASE 1
 COMBINATION CASE - MLP ACQUIRES CEA
LOAD RESOURCE BALANCE

Line	Description (A)	2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
1	<u>COMBINED CASE</u>													
2	Peak Demand	661.84	671.77	676.71	686.65	695.59	704.54	633.49	464.45	468.41	472.38	475.35	478.33	482.31
3	Existing Generation	905.06	905.06	905.06	905.06	1,162.06	1,162.06	1,162.06	1,155.06	1,155.06	1,155.06	1,155.06	1,155.06	1,155.06
4	Plus Purchased Power	109.00	109.00	109.00	109.00	109.00	109.00	53.00	37.00	37.00	37.00	37.00	37.00	37.00
5	(Less) Retirements	-	-	-	-	(65.80)	(65.80)	(186.80)	(186.80)	(186.80)	(186.80)	(186.80)	(186.80)	(186.80)
6	Available Resources	1,014.06	1,014.06	1,014.06	1,014.06	1,205.26	1,205.26	1,028.26	1,005.26	1,005.26	1,005.26	1,005.26	1,005.26	1,005.26
7	RESERVE MARGIN	53.22%	50.95%	49.85%	47.68%	73.27%	71.07%	62.32%	116.44%	114.61%	112.81%	111.48%	110.16%	108.43%
8	Retail Sales	2,371,324	2,393,372	2,408,809	2,428,718	2,448,641	2,468,578	2,487,528	2,505,492	2,523,131	2,540,789	2,557,466	2,573,163	2,587,974
9	Wholesale Sales	1,247,471	1,322,000	1,325,000	1,353,000	1,380,000	1,411,000	962,000	70,000	70,000	71,000	72,000	73,000	73,000
10	Economy Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
11	TOTAL SALES	3,618,795	3,715,372	3,733,809	3,781,718	3,828,641	3,879,578	3,449,528	2,575,492	2,593,131	2,611,789	2,629,466	2,646,163	2,660,974
12	TOTAL REQUIREMENTS	3,755,533	3,850,219	3,869,521	3,919,151	3,967,765	4,020,514	3,577,829	2,677,820	2,696,220	2,715,670	2,734,091	2,751,485	2,766,920

APPENDIX B-1
CASE 1
COMBINATION CASE - MLP ACQUIRES CEA
STATEMENT OF OPERATIONS
(000s)

Line	Description (A)	2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
1	ELECTRIC REVENUES [2]													
2	Retail Revenues		270,063	277,671	270,179	282,588	288,397	281,704	313,983	303,204	311,715	321,133	318,633	324,465
3	Adjusted Retail Revenues		270,063	277,671	270,179	282,588	288,397	281,704	313,983	303,204	311,715	321,133	318,633	324,465
4	Wholesale Revenues		115,861	118,776	119,217	119,929	130,466	92,788	7,910	8,010	8,248	8,493	8,739	8,891
5	Other Revenues		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
6	Total - Electric Revenues		<u>390,924</u>	<u>401,446</u>	<u>394,396</u>	<u>407,517</u>	<u>423,862</u>	<u>379,492</u>	<u>326,893</u>	<u>316,214</u>	<u>324,963</u>	<u>334,626</u>	<u>332,372</u>	<u>338,356</u>
7	ELECTRIC EXPENSES													
8	Fuel Costs		174,372	173,787	159,125	155,503	163,327	135,996	85,956	87,429	90,692	94,529	86,910	87,587
9	Purchased Power Costs		31,818	31,920	31,757	32,118	32,690	10,780	8,517	8,614	8,714	8,815	8,919	9,025
10	Operations and Maintenance Expenses		59,912	61,410	62,945	66,367	68,087	66,982	63,509	65,088	66,705	68,352	70,030	71,725
11	General and Administrative Expenses		35,770	31,135	23,645	24,236	24,842	25,463	26,100	26,752	27,421	28,106	28,809	29,529
12	Assessments in Lieu of Taxes		4,521	4,951	5,165	5,527	6,605	8,939	9,109	9,108	9,133	9,253	9,298	9,252
13	Depreciation and Amortization		47,165	48,941	50,912	62,903	80,835	83,299	85,516	87,844	90,218	92,581	95,130	97,753
14	Total Electric Expenses		<u>353,558</u>	<u>352,143</u>	<u>333,549</u>	<u>346,655</u>	<u>376,386</u>	<u>331,459</u>	<u>278,706</u>	<u>284,836</u>	<u>292,883</u>	<u>301,636</u>	<u>299,096</u>	<u>304,871</u>
15	Net Income		37,366	49,303	60,848	60,862	47,477	48,033	48,186	31,378	32,080	32,989	33,276	33,485

NOTES

[1] Revenues for retail, wholesale and other set equal to Revenue Requirements.

APPENDIX B-1
CASE 1
COMBINATION CASE - MLP ACQUIRES CEA
FINANCIAL RATIOS
(000s)

Line	Description (A)	2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
1	Net Income		37,366	49,303	60,848	60,862	47,477	48,033	48,186	31,378	32,080	32,989	33,276	33,485
2	Plus Other Non Operating Revenues		-	-	-	-	-	-	-	-	-	-	-	-
3	Plus: Depreciation and Amortization		47,165	48,941	50,912	62,903	80,835	83,299	85,516	87,844	90,218	92,581	95,130	97,753
4	Cash Available For Debt Service		<u>84,531</u>	<u>98,244</u>	<u>111,760</u>	<u>123,765</u>	<u>128,311</u>	<u>131,332</u>	<u>133,702</u>	<u>119,222</u>	<u>122,298</u>	<u>125,571</u>	<u>128,406</u>	<u>131,238</u>
5	Interest on Long Term Debt		42,092	47,725	52,082	55,787	55,470	55,130	54,570	54,402	54,733	55,079	55,103	55,035
6	Principal Payments		14,261	17,771	22,425	26,724	30,070	32,425	34,564	25,080	26,799	28,634	30,501	32,457
7	Times Interest Earned Ratio		0.89	1.03	1.17	1.09	0.86	0.87	0.88	0.58	0.59	0.60	0.60	0.61
8	Debt Service Coverage Ratio		1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
9	% Debt - Actual		83%	83%	82%	80%	78%	76%	74%	74%	74%	73%	72%	71%
10	% Equity - Actual		17%	17%	18%	20%	22%	24%	26%	26%	26%	27%	28%	29%
			(4,726)	1,578	8,766	5,075	(7,994)	(7,097)	(6,384)	(23,023)	(22,654)	(22,090)	(21,828)	(21,550)

APPENDIX B-1
CASE 1
COMBINATION CASE - MLP ACQUIRES CEA
STATEMENT OF CASH FLOWS
(000s)

Line	Description (A)	2008 (D)	2009 (E)	2010 (F)	2011 (G)	2012 (H)	2013 (I)	2014 (J)	2015 (K)	2016 (L)	2017 (M)	2018 (N)	2019 (O)	2020 (P)
1	Beginning Balance		38,201	41,452	46,101	56,093	49,344	42,841	42,670	44,475	44,668	47,172	48,644	41,539
2														
3	Plus Cash From Operations													
4	Net Income		37,366	49,303	60,848	60,862	47,477	48,033	48,186	31,378	32,080	32,989	33,276	33,485
5	Plus Depreciation and Amortization		<u>47,165</u>	<u>48,941</u>	<u>50,912</u>	<u>62,903</u>	<u>80,835</u>	<u>83,299</u>	<u>85,516</u>	<u>87,844</u>	<u>90,218</u>	<u>92,581</u>	<u>95,130</u>	<u>97,753</u>
6	Total Cash From Operations		<u>84,531</u>	<u>98,244</u>	<u>111,760</u>	<u>123,765</u>	<u>128,311</u>	<u>131,332</u>	<u>133,702</u>	<u>119,222</u>	<u>122,298</u>	<u>125,571</u>	<u>128,406</u>	<u>131,238</u>
7	Plus Proceeds from Financing		318,367	120,490	177,994	202,122	28,330	24,620	23,804	32,414	30,986	32,932	28,521	28,573
8	Plus Non-Operating Revenue		-	-	-	-	-	-	-	-	-	-	-	-
9	(Less) Const. Expenditures - Other Capital Projects		(47,222)	(55,333)	(52,426)	(69,327)	(70,826)	(61,549)	(59,510)	(64,829)	(61,973)	(65,864)	(71,303)	(71,431)
10	(Less) Const. Expenditures - New Generation		(130,935)	(87,290)	(72,742)	-	-	-	-	-	-	-	-	-
11	(Less) Principal Payments		(14,261)	(17,771)	(22,425)	(26,724)	(30,070)	(32,425)	(34,564)	(25,080)	(26,799)	(28,634)	(30,501)	(32,457)
12	(Less) Interest Payments		(42,092)	(47,725)	(52,082)	(55,787)	(55,470)	(55,130)	(54,570)	(54,402)	(54,733)	(55,079)	(55,103)	(55,035)
13	(Less) Retirement of Patronage Capital Fund		(159,098)	-	-	-	-	-	-	-	-	-	-	-
14	(Less) Retirement of Bullet Loans		-	-	(73,796)	(174,391)	-	-	-	-	-	-	-	-
15	(Less) Dividend Payments		<u>(6,037)</u>	<u>(5,966)</u>	<u>(6,290)</u>	<u>(6,408)</u>	<u>(6,778)</u>	<u>(7,019)</u>	<u>(7,056)</u>	<u>(7,134)</u>	<u>(7,276)</u>	<u>(7,452)</u>	<u>(7,126)</u>	-
16	Ending Balance	<u>38,201</u>	<u>41,452</u>	<u>46,101</u>	<u>56,093</u>	<u>49,344</u>	<u>42,841</u>	<u>42,670</u>	<u>44,475</u>	<u>44,668</u>	<u>47,172</u>	<u>48,644</u>	<u>41,539</u>	<u>42,426</u>

APPENDIX B-1

CASE 1

COMBINATION CASE - MLP ACQUIRES CEA

CONSOLIDATED BALANCE SHEET

(000s)

Line	Description	(A)	2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
1	Assets														
2	Plant in Service														
3	Production		389,202	396,912	412,612	432,430	769,553	799,033	819,818	840,595	867,210	888,976	913,128	940,201	
4	Transmission		324,207	334,362	345,278	351,956	364,021	375,501	386,986	397,034	406,644	417,320	428,563	441,375	
5	Distribution		452,846	476,307	500,450	522,096	546,727	572,570	597,675	622,082	646,300	671,336	697,197	723,893	
6	General and Intangible		<u>135,145</u>	<u>141,041</u>	<u>145,615</u>	<u>149,899</u>	<u>155,705</u>	<u>159,728</u>	<u>163,902</u>	<u>168,180</u>	<u>172,566</u>	<u>177,061</u>	<u>181,668</u>	<u>186,390</u>	
7	Subtotal		<u>1,301,400</u>	<u>1,348,622</u>	<u>1,403,955</u>	<u>1,456,381</u>	<u>1,836,006</u>	<u>1,906,832</u>	<u>1,968,381</u>	<u>2,027,891</u>	<u>2,092,720</u>	<u>2,154,692</u>	<u>2,220,556</u>	<u>2,291,859</u>	
8	Plus CWIP TO Plant in Service		-	-	-	-	-	-	-	-	-	-	-	-	
9	Production		7,710	15,700	19,818	26,825	29,480	20,785	20,777	26,615	21,766	24,152	27,073	23,671	
10	New Generation		-	-	-	310,297	-	-	-	-	-	-	-	-	
11	Transmission		10,155	10,916	6,679	12,065	11,480	11,485	10,047	9,611	10,676	11,243	12,812	13,882	
12	Distribution		23,461	24,143	21,645	24,631	25,843	25,105	24,408	24,218	25,036	25,862	26,696	29,038	
13	General and Intangible		<u>5,896</u>	<u>4,574</u>	<u>4,284</u>	<u>5,806</u>	<u>4,023</u>	<u>4,174</u>	<u>4,278</u>	<u>4,385</u>	<u>4,495</u>	<u>4,607</u>	<u>4,722</u>	<u>4,841</u>	
14	Subtotal		<u>47,222</u>	<u>55,333</u>	<u>52,426</u>	<u>379,624</u>	<u>70,826</u>	<u>61,549</u>	<u>59,510</u>	<u>64,829</u>	<u>61,973</u>	<u>65,864</u>	<u>71,303</u>	<u>71,431</u>	
15	Gross Plant in Service		-	-	-	-	-	-	-	-	-	-	-	-	
16	Production		396,912	412,612	432,430	769,553	799,033	819,818	840,595	867,210	888,976	913,128	940,201	963,872	
17	Transmission		334,362	345,278	351,956	364,021	375,501	386,986	397,034	406,644	417,320	428,563	441,375	455,257	
18	Distribution		476,307	500,450	522,096	546,727	572,570	597,675	622,082	646,300	671,336	697,197	723,893	752,931	
19	General and Intangible		<u>141,041</u>	<u>145,615</u>	<u>149,899</u>	<u>155,705</u>	<u>159,728</u>	<u>163,902</u>	<u>168,180</u>	<u>172,566</u>	<u>177,061</u>	<u>181,668</u>	<u>186,390</u>	<u>191,231</u>	
20	Subtotal		<u>1,348,622</u>	<u>1,403,955</u>	<u>1,456,381</u>	<u>1,836,006</u>	<u>1,906,832</u>	<u>1,968,381</u>	<u>2,027,891</u>	<u>2,092,720</u>	<u>2,154,692</u>	<u>2,220,556</u>	<u>2,291,859</u>	<u>2,363,291</u>	
21	(Less) Accumulated Depreciation		-	-	-	-	-	-	-	-	-	-	-	-	
22	Production		(226,474)	(246,412)	(267,225)	(298,886)	(347,219)	(396,790)	(447,384)	(499,146)	(552,099)	(606,183)	(661,529)	(718,125)	
23	Transmission		(148,074)	(156,112)	(164,359)	(172,827)	(181,574)	(190,592)	(199,865)	(209,371)	(219,116)	(229,121)	(239,410)	(250,015)	
24	Distribution		(193,361)	(208,445)	(224,237)	(240,744)	(258,030)	(276,103)	(294,940)	(314,529)	(334,878)	(356,013)	(377,960)	(400,768)	
25	General and Intangible		<u>(87,071)</u>	<u>(92,950)</u>	<u>(99,011)</u>	<u>(105,278)</u>	<u>(111,747)</u>	<u>(118,385)</u>	<u>(125,195)</u>	<u>(132,183)</u>	<u>(139,354)</u>	<u>(146,711)</u>	<u>(154,259)</u>	<u>(162,004)</u>	
26	Subtotal		<u>(654,979)</u>	<u>(703,920)</u>	<u>(754,832)</u>	<u>(817,735)</u>	<u>(898,570)</u>	<u>(981,869)</u>	<u>(1,067,385)</u>	<u>(1,155,229)</u>	<u>(1,245,447)</u>	<u>(1,338,028)</u>	<u>(1,433,159)</u>	<u>(1,530,912)</u>	
27	Net Plant in Service		<u>693,643</u>	<u>700,035</u>	<u>701,549</u>	<u>1,018,270</u>	<u>1,008,262</u>	<u>986,511</u>	<u>960,506</u>	<u>937,491</u>	<u>909,245</u>	<u>882,528</u>	<u>858,700</u>	<u>832,379</u>	
28	Plus CWIP - Generation		130,935	218,225	290,967	-	-	-	-	-	-	-	-	-	
29	IDC and AFUDC		8,329	14,502	19,331	-	-	-	-	-	-	-	-	-	
30	Plus Working Capital		<u>37,217</u>	<u>36,771</u>	<u>34,209</u>	<u>34,302</u>	<u>35,623</u>	<u>29,493</u>	<u>22,695</u>	<u>23,164</u>	<u>23,860</u>	<u>24,633</u>	<u>24,000</u>	<u>24,394</u>	
31	Total Assets		<u>870,124</u>	<u>969,533</u>	<u>1,046,055</u>	<u>1,052,572</u>	<u>1,043,885</u>	<u>1,016,004</u>	<u>983,201</u>	<u>960,655</u>	<u>933,105</u>	<u>907,161</u>	<u>882,701</u>	<u>856,773</u>	
32	Liabilities		-	-	-	-	-	-	-	-	-	-	-	-	
33	Long-Term Debt		842,727	950,160	1,034,975	1,063,173	1,076,244	1,068,694	1,058,302	1,066,302	1,071,126	1,076,098	1,074,702	1,071,401	
34	Retained Earnings/Patronage Capital		173,944	197,655	227,392	274,063	308,565	338,397	367,719	377,111	385,443	396,285	417,239	438,549	
35	Current Liabilities		<u>(146,547)</u>	<u>(178,282)</u>	<u>(216,311)</u>	<u>(284,664)</u>	<u>(340,924)</u>	<u>(391,087)</u>	<u>(442,820)</u>	<u>(482,758)</u>	<u>(523,464)</u>	<u>(565,222)</u>	<u>(609,241)</u>	<u>(653,176)</u>	
36	Total Liabilities		<u>870,124</u>	<u>969,533</u>	<u>1,046,055</u>	<u>1,052,572</u>	<u>1,043,885</u>	<u>1,016,004</u>	<u>983,201</u>	<u>960,655</u>	<u>933,105</u>	<u>907,161</u>	<u>882,701</u>	<u>856,773</u>	
	Ratios														
	Long-Term Debt		83%	83%	82%	80%	78%	76%	74%	74%	74%	73%	72%	71%	
	Retained Earnings/Patronage Capital		17%	17%	18%	20%	22%	24%	26%	26%	26%	27%	28%	29%	

APPENDIX B-1
CASE 1
 COMBINATION CASE - MLP ACQUIRES CEA
DEFEASANCE FUND CALCULATIONS
 (000s)

Proceeds from Defeasance Bond 363,060
Interest Rate for Earnings on EOY Balances in Defeasance Fund 3.00%

Line	Description (A)	2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
1	BEGINNING BALANCE IN DEFEASANCE FUND		363,060	340,865	318,681	153,529	21,260	17,638	13,872	9,953	5,875	4,471	3,024	1,535
2	(LESS) CEA DEBT SERVICE PAYMENTS													
3	Cobank 2		(2,133)	(1,528)	-	-	-	-	-	-	-	-	-	-
4	Cobank 3		(1,945)	(1,956)	(1,968)	(1,982)	(1,996)	(2,012)	(2,030)	(2,049)	(744)	(744)	(744)	(744)
5	Cobank 4		(2,139)	(2,153)	(2,167)	(2,183)	(2,201)	(2,220)	(2,241)	(2,264)	(813)	(813)	(813)	(813)
6	Cobank 5		(1,207)	(1,137)	(1,067)	(507)	-	-	-	-	-	-	-	-
7	Series 2001A		(9,825)	(9,825)	(151,638)	-	-	-	-	-	-	-	-	-
8	Series 2002A		(7,440)	(7,440)	(7,440)	(120,620)	-	-	-	-	-	-	-	-
9	Series 2002B		(7,909)	(7,892)	(7,851)	(9,559)	-	-	-	-	-	-	-	-
10	TOTAL		(32,598)	(31,931)	(172,131)	(134,852)	(4,197)	(4,232)	(4,270)	(4,312)	(1,557)	(1,557)	(1,557)	(1,557)
11	BEGINNING BALANCE LESS CEA DEBT SERVICE PAYMENTS		330,462	308,934	146,551	18,677	17,063	13,406	9,601	5,641	4,318	2,914	1,468	(22)
12	PLUS INTEREST EARNINGS		10,403	9,747	6,978	2,583	575	466	352	234	153	111	67	23
13	ENDING BALANCE INCLUDING INTEREST [1]		340,865	318,681	153,529	21,260	17,638	13,872	9,953	5,875	4,471	3,024	1,535	1

NOTES

[1] Note that ending balance in 2020 is such that funds available are sufficient to retire outstanding debt debt service payments in 2020

APPENDIX B-1
CASE 1
 COMBINATION CASE - MLP ACQUIRES CEA
OPERATIONS AND MAINTENANCE SAVINGS - LABOR, CONTRACTED SERVICES, AND NON LABOR
 (000s)

Line	Description (A)	Escalation For Inflation					2008 (B)	2009 (C)	2010 (D)	2011 (E)	2012 (F)	2013 (G)	2014 (H)	2015 (I)	2016 (J)	2017 (K)	2018 (L)	2019 (M)	2020 (N)
		2007 Dollars (B)	(C)	2008 Dollars (D)	(E)	2009 Dollars (F)													
1	LABOR AND BENEFITS																		
2	Direct Labor Savings	(2,712)	(4,705)	(2,780)	(4,823)	(4,943)		(2,849)	(7,987)	(8,187)	(8,391)	(8,601)	(8,816)	(9,037)	(9,263)	(9,494)	(9,732)	(9,975)	(10,224)
3	Benefit Savings	(1,356)	(2,353)	(1,390)	(2,411)	(2,472)		(1,425)	(3,994)	(4,093)	(4,196)	(4,301)	(4,408)	(4,518)	(4,631)	(4,747)	(4,866)	(4,987)	(5,112)
4	Total - Labor and Benefit Savings							(4,274)	(11,981)	(12,280)	(12,587)	(12,902)	(13,224)	(13,555)	(13,894)	(14,241)	(14,597)	(14,962)	(15,336)
5	CONTRACTED SERVICES																		
6	Financial Information Systems	(1,400)		(1,435)				(1,471)	(1,508)	(1,545)	(1,584)	(1,624)	(1,664)	(1,706)	(1,748)	(1,792)	(1,837)	(1,883)	(1,930)
7	Services Provided by Mayor's Office	-		-				-	-	-	-	-	-	-	-	-	-	-	-
8	Services Provided by Municipal Manager's Office	-		-				-	-	-	-	-	-	-	-	-	-	-	-
9	Purchasing Services	(180)		(185)				(189)	(194)	(199)	(204)	(209)	(214)	(219)	(225)	(230)	(236)	(242)	(248)
10	Accounts Payable	(80)		(82)				(84)	(86)	(88)	(91)	(93)	(95)	(97)	(100)	(102)	(105)	(108)	(110)
11	Emergency Management	-		-				-	-	-	-	-	-	-	-	-	-	-	-
12	Other InterGovernmental Charges	-		-				-	-	-	-	-	-	-	-	-	-	-	-
13	Total - Contract Savings							(1,744)	(1,788)	(1,832)	(1,878)	(1,925)	(1,973)	(2,023)	(2,073)	(2,125)	(2,178)	(2,233)	(2,288)
14	NON LABOR																		
15	Advertising	(150)		(154)				(158)	(162)	(166)	(170)	(174)	(178)	(183)	(187)	(192)	(197)	(202)	(207)
16	Office Supplies	(250)		(256)				(263)	(269)	(276)	(283)	(290)	(297)	(305)	(312)	(320)	(328)	(336)	(345)
17	General Materials	(200)		(205)				(210)	(215)	(221)	(226)	(232)	(238)	(244)	(250)	(256)	(262)	(269)	(276)
18	Building Expenses	(250)		(256)				(263)	(269)	(276)	(283)	(290)	(297)	(305)	(312)	(320)	(328)	(336)	(345)
19	Total - Non-Labor Cost Savings							(893)	(915)	(938)	(962)	(986)	(1,010)	(1,036)	(1,062)	(1,088)	(1,115)	(1,143)	(1,172)
20	TOTAL SAVINGS							(6,911)	(14,684)	(15,051)	(15,427)	(15,813)	(16,208)	(16,613)	(17,029)	(17,454)	(17,891)	(18,338)	(18,796)
21	PLUS COST TO ACHIEVE SAVINGS	2,712	4,705	2,780	4,823	4,943		2,849	5,067	-	-	-	-	-	-	-	-	-	-
22	IMPLEMENTATION COSTS							3,000	3,000										
23	NET SAVINGS							\$ (1,062)	\$ (6,617)	\$ (15,051)	\$ (15,427)	\$ (15,813)	\$ (16,208)	\$ (16,613)	\$ (17,029)	\$ (17,454)	\$ (17,891)	\$ (18,338)	\$ (18,796)