

November 12, 2020

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FROM: Gary Saleba; Amber Nyquist
SUBJECT: OC CCA Preliminary Proforma
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Introduction

EES has updated the preliminary 10-year financial *pro forma* for the proposed Orange County CCA (OC CCA) joint powers authority. The update modifies several assumptions including incorporating preliminary load data provided by SCE for each potential city participant, and recent CPUC filings informing rate and power costs. Upon receiving the final SCE load data and 2021 PCIA, this *pro forma* will be updated by December 31, 2020 and used to draft an Implementation Plan and obtain necessary financing. Key assumptions and updates for this version of the *pro forma* are summarized below.

1. SCE provided preliminary 2019 load data for the following 7 cities: Irvine, Santa Ana, Huntington Beach, Fullerton, Costa Mesa, Lake Forest and Villa Park. This data was analyzed for reasonableness and used as the basis for the load forecasts. Impacts from COVID are not modeled.
2. There will be a phased launch of the JPA as is customary for all CCAs. Non-residential customers (commercial & industrial) are assumed to begin taking CCA service in April 2022 and residential customers will take service beginning October 2022. The later launch of residential customers significantly reduces the costs of resource adequacy and cash for working capital requirements.
3. 2020 SCE generation and delivery rates have been updated based on current SCE 2020 filings at the CPUC, including SCE's preliminary 2021 Energy Resource Recovery Account ("ERRA") filing. SCE's ERRA filing projects the following year's fuel and energy purchase costs. SCE generation rates for 2021 are estimated to increase by 3%.
4. The PCIA is based on SCE's draft 2021 ERRA filing (\$0.0161/kWh filed in July 2020) where the 2021 vintage PCIA is increased by the \$0.005/kWh cap in 2022 and increased annually at 5%. Final 2021 Vintage PCIA rates may not be available until December 2020 or even early 2021 depending on the proceedings that have received protests from currently operating CCAs.
5. Power costs for market (SCE area), resource adequacy, long-term renewable and short-term renewable energy having been updated based on the Market Price Benchmarks forecast by the CPUC.¹ The benchmark calculations have resulted in a decrease in forecast power prices compared with the previous *pro forma*.

¹ Calculation of the Market Price Benchmarks for the Power Charge Indifference Adjustment Forecast and True Up. November 2, 2020. Pursuant to Decision (D.) 19-10-001, Energy Division issues the following values for the Power

6. Power supply is assumed to be 38.5% renewable at launch then increases to 60% by 2030 to meet State mandates.
7. Start-up costs are \$2.5 million and repaid starting in 2026 over a 3-year period. This assumption is made to comport with anticipated lending covenants.
8. Cash working capital requirements are estimated at \$8-\$17 million depending on the participation scenario. This cash working capital requirement is repaid over 5 years from launch.
9. It is assumed that the CCA employs 5 full time staff at launch ramping up to 10 full time staff in 2023.

These updates and assumptions are described in more detail below.

Load Forecast

The OC CCA load forecast is based on preliminary 2019 usage for bundled customers (i.e. direct access customers are excluded). Participation rates of 90% are applied to non-residential customers and 95% participation rates are applied to residential customers. Table 1 summarizes the load and service account forecasts for 3 CCA scenarios. Note that the three scenarios have been modified and include only cities for which SCE provided data.

TABLE 1
OC CCA LOAD FORECAST **PRELIMINARY**

	Scenario 1 Irvine and Fullerton		Scenario 2 Scenario 1 + Huntington Beach and Costa Mesa		Scenario 3 Scenario 2 + Santa Ana, Lake Forest, and Villa Park	
	Load GWh/Year	Service Accounts	Load GWh/Year	Service Accounts	Load GWh/Year	Service Accounts
2022	1,441	174,919	2,336	303,901	3,317	418,990
2023	2,442	176,006	4,024	305,790	5,694	421,594
2024	2,457	177,098	4,049	307,686	5,729	424,208
2025	2,472	178,196	4,074	309,593	5,765	426,838
2026	2,488	179,301	4,099	311,513	5,801	429,485
2027	2,503	180,412	4,125	313,444	5,837	432,148
2028	2,519	181,531	4,150	315,387	5,873	434,827
2029	2,534	182,656	4,176	317,343	5,910	437,523
2030	2,550	183,789	4,202	319,310	5,946	440,235
2031	2,566	184,928	4,228	321,290	5,983	442,965

Charge Indifference Adjustment (PCIA) Forecast and True Up to be used as inputs in utilities 2020 Energy Resource Recovery Account (ERRA) Forecast Updates in early November 2020.

Power Costs

The largest expense item for a CCA is power supply costs. The power cost forecast assumes OC CCA meets California renewables portfolio standard (RPS) requirements, purchases resource adequacy consistent with California Public Utilities Commission (CPUC) requirements and meets requirements for all other applicable regulations. Total all-in RA prices range from \$5/kW-month in winter to \$11/kW-mo in summer months. The weighted average annual RA prices is approximately \$7.50/kW-month. For reference, the market price benchmark shows that 2021 forecast is \$6.37/kW-mo for local RA, which is the highest price RA product. Thus, the RA forecast used both reflects current trends and is conservatively high.

Market purchases are priced around \$38/MWh (all hours), and short-term renewables are an additional \$14.49/MWh (PCC1 RECs) per the market price benchmark. PCC2 RECs are priced at an additional \$6/MWh. Carbon free energy is priced as an adder of \$6/MWh. In addition to these costs, OC CCA will have CAISO costs of approximately \$3.90/MWh for transmission related services. Starting in 2021, OC CCA will need to procure 65% of the State mandated RPS from contracts that are 10 years or longer. Recent long-term contracts have been signed by CCAs for \$20-\$34/MWh. The *pro forma* assumes OC CCA will be able to purchase these contracts for \$30/MWh which would include a mix of solar, wind, and solar plus storage. This price for long-term renewable power is also conservatively high.

Staffing, Consulting, and Overhead

Consultant costs were updated to reflect recent consultant agreements negotiated by CCAs with their service providers. Upfront consulting costs for 2021 consist of legal/regulatory assistance, administration, marketing and outreach, financial services, technical consultants and initial CCA staff hires.

Staffing costs include salary and benefits for an Executive Director beginning in 2021, Executive Secretary beginning in April 2021, for a total of 5 full time staff members beginning in March 2022 ramping up to 10 full time staff members by January 2023. It should be noted that CCA staff do not typically participate in the State Cal PERS retirement program. Rather, they are offered a traditional 401k-type of retirement program.

Start-Up Cost Estimates

The amount needed prior to program launch varies depending on the size of the CCA. Table 3 below provides a range of estimated costs based on small, medium, and large CCA scenarios. The *pro forma* assumes \$2.5 million in start-up costs (medium scenario). The actual cost will depend on decisions made by the JPA board and Executive Director such as timing of staff ramp-up, phased launch approach, office space, and any unforeseen changes in implementation due to SCE operational issues with billing and data management.

TABLE 3
OC CCA START-UP COST ESTIMATES **PRELIMINARY**

Task	Small (City-Only)	Medium (2 – 10 Members)	Large (20 → Members)
Solicit Members/Initial Outreach	\$0	\$50,000	\$150,000
Form JPA	\$0	\$100,000	\$200,000
CPUC Bond	\$100,000	\$140,000	\$100,000
SCE Deposit	\$200,000	\$200,000	\$200,000
Consultants			
Legal	\$150,000	\$400,000	\$1,200,000
Technical	\$30,000	\$400,000	\$1,000,000
Financial Advisor	\$10,000	\$150,000	\$250,000
Marketing/Outreach	\$10,000	\$200,000	\$200,000
CCA Staffing	\$200,000	\$550,000	\$900,000
Infrastructure	\$0	\$300,000	\$500,000
Total 18-Month Cash Outlay	\$700,000	\$2,490,000	\$4,700,000

Debt Service

Two debt service payments are assumed. The first is for \$2.5 million in start-up costs. Repayment of this loan begins in 2025 and will conclude in 3 years. In addition, a total of \$8-17 million will be needed to bridge the gap in cash for working capital depending on participation Scenario. This amount is assumed to be financed over 5 years with repayment beginning at program launch. Operating CCAs have typically repaid these in 3-5 years. Table 4 shows the cash needs by participation Scenario.

TABLE 4
FINANCING NEEDS **PRELIMINARY**

Participation Scenario	Start-Up Costs, Millions	Cash for Working Capital, Millions
Scenario 1	\$2.5	\$8
Scenario 2	\$2.5	\$12
Scenario 3	\$2.5	\$17

PCIA

As noted in the introduction and key assumptions, the 2021 vintage PCIA for SCE has not yet been determined for 2021, and it is not likely to be known until December 2020 at the earliest. Therefore, the 2021 vintage PCIA is modeled based on an expected level and a high level. The expected level is based on the initial 2021 ERRA filing made by SCE on July 1, 2020. The average 2021 vintage PCIA across all customer classes is \$0.0161/kWh.² In subsequent filings, this amount has been estimated at \$0.0146/kWh³ based on revenue collection made during the August heat wave. The higher figure of \$0.0161/kWh is used as

² Protest of Clean Power Alliance and California Choice Energy Authority to the Application of Southern California Edison. August 5, 2020. Table 1.

³ Joint Opening Brief of the Clean Power Alliance and California Choice Energy Authority (the “SoCal CCAs”) and the California Community Choice Association. October 26, 2020. Table 3.

the expected PCIA for the 2021 vintage PCIA. This value is increased by the full \$0.005/kWh cap for the 2022 calendar year and 5% annually after.

OC CCA Revenues

Retail rate revenues are calculated based on forecast SCE generation rates and PCIA by class. OC CCA revenue is calculated based on an assumed 4% discount off the SCE generation rate. This translates to a 2% total discount off a CCA customer's total electric bill.

Summary

It is anticipated the OC CCA will be able to repay the start-up and working capital loans within 5-7 years and likely sooner. OC CCA will build financial reserves over the first 5-7 years of 120 days of operating expenses (\$50M - \$120M) depending on participation Scenario, and subject to JPA Board direction. After debt service is repaid, it is estimated that a significant amount of net income will be available to OC CCA for customer programs or additional rate discounts. All assumptions will need to be updated before the *pro forma* can populate the OC CCA Implementation Plan. In particular, the PCIA in SCE's 2021 ERRAs must be finalized and incorporated into the final *pro formas*. EES is confident in level of all other *pro forma* estimates in that they are acceptably accurate for feasibility study purposes and overall, financially conservative.

TABLE 5
SCENARIO 1 OC CCA PROFORMA, EXPECTED PCIA, ACCRUAL BASIS **PRELIMINARY**

Scenario 1: Irvine & Fullerton	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues from Operations (\$)											
Electric Sales Revenues for CCE	\$0	\$93,846,393	\$157,945,554	\$162,534,070	\$161,599,939	\$166,021,835	\$170,803,823	\$175,713,962	\$180,755,248	\$185,930,720	\$195,027,587
Less Uncollected Accounts	\$0	\$469,232	\$789,728	\$812,670	\$808,000	\$830,109	\$854,019	\$878,570	\$903,776	\$929,654	\$975,138
Total Revenues for CCA	\$0	\$93,377,161	\$157,155,826	\$161,721,400	\$160,791,939	\$165,191,726	\$169,949,804	\$174,835,393	\$179,851,472	\$185,001,067	\$194,052,449
Cost of Operations (\$)											
Block Energy Purchases		\$49,382,486	\$74,558,763	\$73,649,078	\$68,334,114	\$66,182,771	\$60,557,023	\$58,190,726	\$55,760,013	\$53,982,334	\$54,116,140
RPS Adders and Long-Term Energy		\$9,218,686	\$20,690,034	\$21,632,286	\$24,831,539	\$28,066,204	\$30,300,355	\$32,723,119	\$35,058,582	\$36,845,261	\$37,074,260
Resource Adequacy		\$15,254,548	\$26,759,096	\$28,216,354	\$29,869,761	\$31,558,177	\$33,342,032	\$35,226,721	\$37,217,943	\$39,321,722	\$41,544,418
Everything Else		\$7,238,851	\$12,244,142	\$12,605,446	\$13,059,536	\$13,429,090	\$14,463,461	\$15,335,805	\$16,212,180	\$17,094,161	\$17,944,952
Total Cost of Power Supply	\$0	\$81,094,571	\$134,252,035	\$136,103,164	\$136,094,950	\$139,236,241	\$138,662,870	\$141,476,371	\$144,248,719	\$147,243,478	\$150,679,771
<i>Operating & Administrative</i>											
Data Management	\$0	\$502,232	\$2,236,537	\$2,295,447	\$2,360,957	\$2,423,143	\$2,486,967	\$2,552,473	\$2,619,703	\$2,688,705	\$2,759,524
Scheduling Coordinator	\$0	\$340,000	\$516,800	\$527,136	\$538,563	\$549,334	\$560,321	\$571,527	\$582,958	\$594,617	\$606,509
SCE Fees (includes billing)	\$0	\$4,827	\$21,110	\$21,241	\$21,384	\$21,517	\$21,651	\$21,785	\$21,921	\$22,057	\$22,194
Consulting Services	\$586,500	\$993,582	\$923,251	\$941,716	\$960,550	\$979,761	\$999,357	\$1,019,344	\$1,039,731	\$1,060,525	\$1,081,736
Staffing	\$656,370	\$1,248,010	\$2,103,498	\$2,166,460	\$2,213,406	\$2,257,674	\$2,302,828	\$2,348,884	\$2,395,862	\$2,443,779	\$2,492,655
General & Administrative expenses	\$24,480	\$302,548	\$207,682	\$244,446	\$249,743	\$254,738	\$259,833	\$265,029	\$270,330	\$275,737	\$281,251
Debt Service Payment on Financing	\$0	\$1,410,988	\$1,693,185	\$1,693,185	\$2,222,305	\$2,222,305	\$811,318	\$529,120	\$529,120	\$529,120	\$0
Total O&A Costs	\$1,267,350	\$4,802,187	\$7,702,062	\$7,889,631	\$8,566,908	\$8,708,473	\$7,442,274	\$7,308,163	\$7,459,625	\$7,085,420	\$7,243,869
Total Cost of Operations	\$1,267,350	\$85,896,758	\$141,954,097	\$143,992,795	\$144,661,859	\$147,944,714	\$146,105,144	\$148,784,534	\$151,708,344	\$154,328,898	\$157,923,640
Net Income	(\$1,267,350)	\$7,480,403	\$15,201,729	\$17,728,605	\$16,130,081	\$17,247,012	\$23,844,660	\$26,050,859	\$28,143,128	\$30,672,169	\$36,128,809
Cash From Operations and Financing											
Net Income From Operations	(\$1,267,350)	\$7,480,403	\$15,201,729	\$17,728,605	\$16,130,081	\$17,247,012	\$23,844,660	\$26,050,859	\$28,143,128	\$30,672,169	\$36,128,809
Cash from Financing	\$2,500,000	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Available	\$1,232,650	\$15,480,403	\$15,201,729	\$17,728,605	\$16,130,081	\$17,247,012	\$23,844,660	\$26,050,859	\$28,143,128	\$30,672,169	\$36,128,809
Net Income Allocation											
Reserve Fund Contribution	\$416,663	\$15,480,403	\$15,201,729	\$17,728,605	\$1,910,868	\$0	\$0	\$0	\$0	\$0	\$1,181,833
Money Available for Discretionary Programs	\$475,987	\$0	\$0	\$0	\$14,219,213	\$17,247,012	\$23,844,660	\$26,050,859	\$28,143,128	\$30,672,169	\$34,946,976
Total Cash Outlays	\$1,232,650	\$0	\$0	\$0	\$14,219,213	\$17,247,012	\$23,844,660	\$26,050,859	\$28,143,128	\$30,672,169	\$34,946,976
Rate Stabilization Reserve Balance	\$416,663	\$15,897,066	\$31,098,795	\$48,827,400	\$50,738,268	\$50,738,268	\$50,738,268	\$50,738,268	\$50,738,268	\$50,738,268	\$51,920,101
Reserve Balance Target	\$416,663	\$28,240,030	\$46,669,840	\$47,340,097	\$47,560,063	\$48,639,358	\$48,034,568	\$48,915,463	\$49,876,716	\$50,738,268	\$51,920,101
CCA Total Bill		\$256,842,668	\$462,479,175	\$476,816,430	\$485,985,463	\$500,879,803	\$516,519,071	\$532,687,627	\$549,405,539	\$566,693,741	\$584,127,374
SCE Total Bill		\$262,149,083	\$471,342,649	\$486,011,849	\$495,389,444	\$510,801,172	\$526,704,869	\$543,116,626	\$560,053,070	\$577,531,385	\$595,569,330
Difference		\$5,306,415	\$8,863,475	\$9,195,419	\$9,403,981	\$9,921,369	\$10,185,798	\$10,428,999	\$10,647,531	\$10,837,643	\$11,441,956
Total Bill Savings		2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Generation Rate Discount		4%	4%	4%	4%	4%	4%	4%	4%	4%	4%

TABLE 6
SCENARIO 2 OC CCA PROFORMA, EXPECTED PCIA, ACCRUAL BASIS **PRELIMINARY**

Scenario 2: Irvine, Fullerton, Costa Mesa, Huntington Beach, with Expected PCIA											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues from Operations (\$)											
Electric Sales Revenues for CCE	\$0	\$152,765,727	\$261,771,065	\$269,375,842	\$268,178,337	\$275,516,563	\$283,452,367	\$291,600,842	\$299,966,956	\$308,555,757	\$323,652,189
Less Uncollected Accounts	\$0	\$763,829	\$1,308,855	\$1,346,879	\$1,340,892	\$1,377,583	\$1,417,262	\$1,458,004	\$1,499,835	\$1,542,779	\$1,618,261
Total Revenues for CCA	\$0	\$152,001,899	\$260,462,210	\$268,028,963	\$266,837,446	\$274,138,980	\$282,035,105	\$290,142,838	\$298,467,122	\$307,012,978	\$322,033,928
Cost of Operations (\$)											
Block Energy Purchases		\$80,128,068	\$122,642,050	\$121,058,894	\$112,254,369	\$108,682,176	\$99,331,291	\$95,325,887	\$91,224,233	\$88,199,357	\$88,301,463
RPS Adders and Long-Term Energy		\$14,938,156	\$34,091,280	\$35,643,761	\$40,916,389	\$46,246,522	\$49,927,620	\$53,919,447	\$57,768,006	\$60,712,542	\$61,089,880
Resource Adequacy		\$24,633,464	\$43,879,284	\$46,273,858	\$48,980,120	\$51,748,767	\$54,673,913	\$57,764,406	\$61,029,593	\$64,479,346	\$68,124,101
Everything Else		\$11,729,989	\$20,175,539	\$20,770,885	\$21,541,750	\$22,147,588	\$23,832,467	\$25,269,890	\$26,713,955	\$28,167,257	\$29,569,165
Total Cost of Power Supply	\$0	\$131,429,678	\$220,788,153	\$223,747,399	\$223,692,627	\$228,825,053	\$227,765,292	\$232,279,630	\$236,735,786	\$241,558,502	\$247,084,609
<i>Operating & Administrative</i>											
Data Management	\$0	\$879,112	\$3,885,710	\$3,988,057	\$4,101,873	\$4,209,914	\$4,320,801	\$4,434,608	\$4,551,414	\$4,671,296	\$4,794,335
Scheduling Coordinator	\$0	\$340,000	\$516,800	\$527,136	\$538,563	\$549,334	\$560,321	\$571,527	\$582,958	\$594,617	\$606,509
SCE Fees (includes billing)	\$0	\$8,450	\$36,675	\$36,903	\$37,152	\$37,383	\$37,615	\$37,849	\$38,084	\$38,321	\$38,559
Consulting Services	\$586,500	\$993,582	\$923,251	\$941,716	\$960,550	\$979,761	\$999,357	\$1,019,344	\$1,039,731	\$1,060,525	\$1,081,736
Staffing	\$656,370	\$1,248,010	\$2,103,498	\$2,166,460	\$2,213,406	\$2,257,674	\$2,302,828	\$2,348,884	\$2,395,862	\$2,443,779	\$2,492,655
General & Administrative expenses	\$24,480	\$302,548	\$207,682	\$244,446	\$249,743	\$254,738	\$259,833	\$265,029	\$270,330	\$275,737	\$281,251
Debt Service Payment on Financing	\$0	\$2,116,481	\$2,539,778	\$2,539,778	\$3,068,898	\$3,068,898	\$952,417	\$529,120	\$529,120	\$0	\$0
Total O&A Costs	\$1,267,350	\$5,888,183	\$10,213,393	\$10,444,496	\$11,170,185	\$11,357,703	\$9,433,171	\$9,206,362	\$9,407,499	\$9,084,274	\$9,295,045
Total Cost of Operations	\$1,267,350	\$137,317,860	\$231,001,546	\$234,191,895	\$234,862,812	\$240,182,756	\$237,198,462	\$241,485,992	\$246,143,285	\$250,642,776	\$256,379,654
Net Income	(\$1,267,350)	\$14,684,038	\$29,460,664	\$33,837,067	\$31,974,633	\$33,956,225	\$44,836,643	\$48,656,845	\$52,323,837	\$56,370,202	\$65,654,274
Cash From Operations and Financing											
Net Income From Operations	(\$1,267,350)	\$14,684,038	\$29,460,664	\$33,837,067	\$31,974,633	\$33,956,225	\$44,836,643	\$48,656,845	\$52,323,837	\$56,370,202	\$65,654,274
Cash from Financing	\$2,500,000	\$12,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Available	\$1,232,650	\$26,684,038	\$29,460,664	\$33,837,067	\$31,974,633	\$33,956,225	\$44,836,643	\$48,656,845	\$52,323,837	\$56,370,202	\$65,654,274
Net Income Allocation											
Reserve Fund Contribution	\$416,663	\$26,684,038	\$29,460,664	\$25,841,739	\$0	\$0	\$0	\$0	\$0	\$0	\$1,886,097
Money Available for Discretionary Programs	\$475,987	\$0	\$0	\$7,995,328	\$31,974,633	\$33,956,225	\$44,836,643	\$48,656,845	\$52,323,837	\$56,370,202	\$63,768,177
Total Cash Outlays	\$1,232,650	\$0	\$0	\$7,995,328	\$31,974,633	\$33,956,225	\$44,836,643	\$48,656,845	\$52,323,837	\$56,370,202	\$63,768,177
Rate Stabilization Reserve Balance	\$416,663	\$27,100,701	\$56,561,365	\$82,403,104	\$82,403,104	\$82,403,104	\$82,403,104	\$82,403,104	\$82,403,104	\$82,403,104	\$84,289,201
Reserve Balance Target	\$416,663	\$45,145,598	\$75,945,714	\$76,994,596	\$77,215,171	\$78,964,194	\$77,983,056	\$79,392,655	\$80,923,820	\$82,403,104	\$84,289,201
CCA Total Bill		\$418,788,764	\$767,888,563	\$791,685,945	\$807,269,313	\$832,001,316	\$857,969,608	\$884,816,311	\$912,574,711	\$941,279,530	\$970,238,071
SCE Total Bill		\$427,462,457	\$782,621,814	\$806,971,796	\$823,062,443	\$848,663,635	\$875,081,921	\$902,344,022	\$930,477,548	\$959,511,036	\$989,473,975
Difference		\$8,673,692	\$14,733,251	\$15,285,851	\$15,793,130	\$16,662,318	\$17,112,314	\$17,527,711	\$17,902,838	\$18,231,506	\$19,235,905
Total Bill Savings		2.0%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2%	2%
Generation Rate Discount		4%	4%	4%	4%	4%	4%	4%	4%	4%	4%

TABLE 7
SCENARIO 3 OC CCA PROFORMA, EXPECTED PCIA, ACCRUAL BASIS **PRELIMINARY**

Scenario 3: Irvine, Fullerton, Costa Mesa, Huntington Beach, Santa Ana, Lake Forest, Villa Park, with Expected PCIA	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenues from Operations (\$)											
Electric Sales Revenues for CCE	\$0	\$217,337,591	\$370,764,540	\$381,535,714	\$379,755,056	\$390,146,381	\$401,383,909	\$412,922,592	\$424,769,463	\$436,931,670	\$458,309,036
Less Uncollected Accounts	\$0	\$1,086,688	\$1,853,823	\$1,907,679	\$1,898,775	\$1,950,732	\$2,006,920	\$2,064,613	\$2,123,847	\$2,184,658	\$2,291,545
Total Revenues for CCA	\$0	\$216,250,903	\$368,910,717	\$379,628,035	\$377,856,280	\$388,195,649	\$399,376,990	\$410,857,979	\$422,645,615	\$434,747,011	\$456,017,490
Cost of Operations (\$)											
Block Energy Purchases		\$113,722,441	\$173,560,356	\$171,327,620	\$158,880,375	\$153,827,673	\$140,635,072	\$135,002,132	\$129,230,457	\$124,981,639	\$125,162,283
RPS Adders and Long-Term Energy		\$21,215,345	\$48,241,169	\$50,438,040	\$57,899,549	\$65,441,918	\$70,650,348	\$76,299,106	\$81,744,882	\$85,911,352	\$86,445,305
Resource Adequacy		\$35,011,146	\$62,094,162	\$65,480,142	\$69,312,424	\$73,230,372	\$77,369,786	\$81,743,185	\$86,363,793	\$91,245,586	\$96,403,327
Everything Else		\$16,659,068	\$28,549,419	\$29,391,865	\$30,491,837	\$31,358,401	\$33,724,161	\$35,758,188	\$37,801,613	\$39,858,110	\$41,841,882
Total Cost of Power Supply	\$0	\$186,608,000	\$312,445,107	\$316,637,667	\$316,584,185	\$323,858,365	\$322,379,367	\$328,802,611	\$335,140,745	\$341,996,687	\$349,852,798
<i>Operating & Administrative</i>											
Data Management	\$0	\$1,231,173	\$5,357,255	\$5,498,362	\$5,655,281	\$5,804,238	\$5,957,118	\$6,114,026	\$6,275,066	\$6,440,348	\$6,609,983
Scheduling Coordinator	\$0	\$340,000	\$516,800	\$527,136	\$538,563	\$549,334	\$560,321	\$571,527	\$582,958	\$594,617	\$606,509
SCE Fees (includes billing)	\$0	\$1,834	\$50,565	\$50,879	\$51,222	\$51,540	\$51,860	\$52,183	\$52,507	\$52,833	\$53,162
Consulting Services	\$586,500	\$993,582	\$923,251	\$941,716	\$960,550	\$979,761	\$999,357	\$1,019,344	\$1,039,731	\$1,060,525	\$1,081,736
Staffing	\$656,370	\$1,248,010	\$2,103,498	\$2,166,460	\$2,213,406	\$2,257,674	\$2,302,828	\$2,348,884	\$2,395,862	\$2,443,779	\$2,492,655
General & Administrative expenses	\$24,480	\$302,548	\$207,682	\$244,446	\$249,743	\$254,738	\$259,833	\$265,029	\$270,330	\$275,737	\$281,251
Debt Service Payment on Financing	\$0	\$2,998,349	\$3,598,018	\$3,598,018	\$4,127,139	\$4,127,139	\$1,128,790	\$529,120	\$529,120	\$0	\$0
Total O&A Costs	\$1,267,350	\$7,125,496	\$12,757,068	\$13,027,018	\$13,795,903	\$14,024,424	\$11,260,106	\$10,900,113	\$11,145,573	\$10,867,839	\$11,125,296
Total Cost of Operations	\$1,267,350	\$193,733,495	\$325,202,175	\$329,664,684	\$330,380,088	\$337,882,789	\$333,639,473	\$339,702,724	\$346,286,318	\$352,864,526	\$360,978,093
Net Income	(\$1,267,350)	\$22,517,408	\$43,708,542	\$49,963,351	\$47,476,193	\$50,312,860	\$65,737,517	\$71,155,255	\$76,359,297	\$81,882,485	\$95,039,397
Cash From Operations and Financing											
Net Income From Operations	(\$1,267,350)	\$22,517,408	\$43,708,542	\$49,963,351	\$47,476,193	\$50,312,860	\$65,737,517	\$71,155,255	\$76,359,297	\$81,882,485	\$95,039,397
Cash from Financing	\$2,500,000	\$17,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Available	\$1,232,650	\$39,517,408	\$43,708,542	\$49,963,351	\$47,476,193	\$50,312,860	\$65,737,517	\$71,155,255	\$76,359,297	\$81,882,485	\$95,039,397
Net Income Allocation											
Reserve Fund Contribution	\$416,663	\$39,517,408	\$43,708,542	\$32,367,642	\$0	\$0	\$0	\$0	\$0	\$0	\$2,667,474
Money Available for Discretionary Programs	\$475,987	\$0	\$0	\$17,595,709	\$47,476,193	\$50,312,860	\$65,737,517	\$71,155,255	\$76,359,297	\$81,882,485	\$92,371,923
Total Cash Outlays	\$1,232,650	\$0	\$0	\$17,595,709	\$47,476,193	\$50,312,860	\$65,737,517	\$71,155,255	\$76,359,297	\$81,882,485	\$92,371,923
Rate Stabilization Reserve Balance	\$416,663	\$39,934,071	\$83,642,613	\$116,010,255	\$116,010,255	\$116,010,255	\$116,010,255	\$116,010,255	\$116,010,255	\$116,010,255	\$118,677,729
Reserve Balance Target	\$416,663	\$63,693,204	\$106,915,784	\$108,382,910	\$108,618,111	\$111,084,752	\$109,689,690	\$111,683,087	\$113,847,557	\$116,010,255	\$118,677,729
CCA Total Bill		\$593,739,566	\$1,078,436,243	\$1,111,894,698	\$1,133,627,686	\$1,168,393,721	\$1,204,903,366	\$1,242,649,646	\$1,281,679,486	\$1,322,041,841	\$1,362,767,326
SCE Total Bill		\$606,181,535	\$1,099,492,625	\$1,133,744,430	\$1,156,168,838	\$1,192,175,708	\$1,229,333,154	\$1,267,678,842	\$1,307,251,696	\$1,348,091,945	\$1,390,241,163
Difference		\$12,441,969	\$21,056,382	\$21,849,732	\$22,541,151	\$23,781,987	\$24,429,788	\$25,029,196	\$25,572,210	\$26,050,104	\$27,473,837
Total Bill Savings		2.1%	1.9%	1.9%	1.9%	2.0%	2.0%	2.0%	2.0%	2%	2%
Generation Rate Discount		4%	4%	4%	4%	4%	4%	4%	4%	4%	4%