

Mission Statement

The mission of Concord Municipal Light Plant is to supply reliable and cost effective energy services, in a responsible and courteous manner, which meets the current and future needs of our customers.

Light Fund Highlights

- The cost of purchased power, a pass-through expense to the customer, makes up approximately 74% of operating expenditures.
- The Light Plant has a three-tiered rate schedule for residential customers to encourage conservation; the more electricity that a customer uses the higher the rate.
- Electricity from renewable energy sources equals approximately 16.8% of the kilowatt hours of all purchased power. The Light Plant Board’s goal is to increase the percentage of renewable energy to 30% by 2020.
- In 2014, CMLP implemented its broadband service to residences and businesses by using extra capacity available in the fiber optic cables installed as part of the Smart Grid program.

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Operating and Net Income Summary

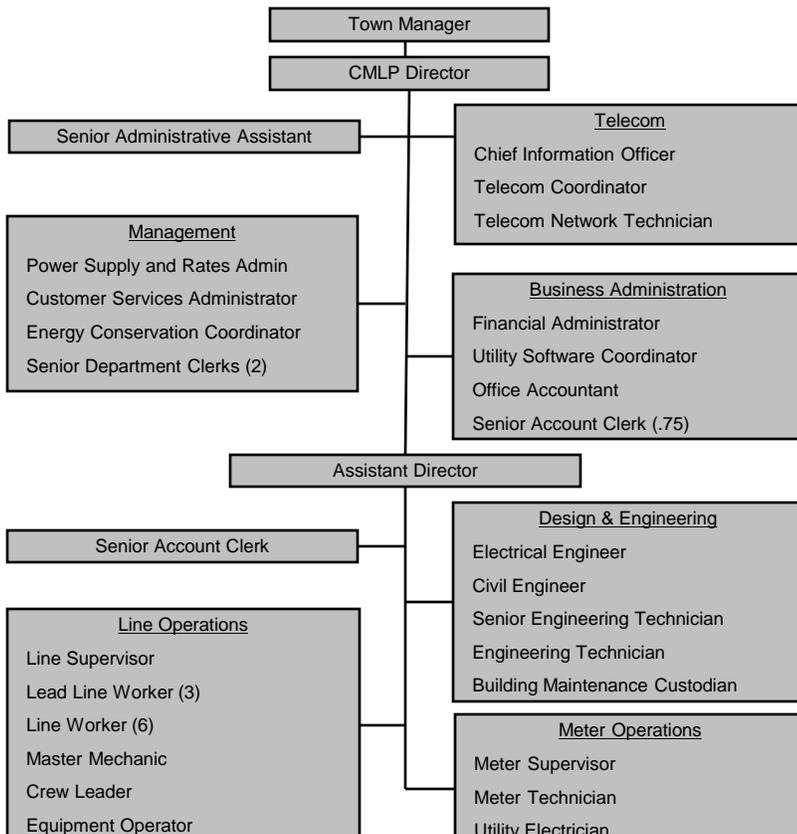
	2012 Actual	2013 Actual	2014 Prelim.	2015 Budgeted
Operating Income	\$ 1,565,516	\$ 2,111,147	\$ 730,859	\$ 1,809,857
Net Income	\$ 1,900,452	\$ 1,760,119	\$ 1,014,144	\$ 2,245,350

Description

The Concord Municipal Light Plant (CMLP) is responsible for providing electricity to more than 7,800 residential, municipal, and business customers throughout Concord. Since the Light Plant does not have generating capability, it purchases its power from outside suppliers. To distribute the electricity, the CMLP operates three substations along with transmission and distribution facilities. Power lines are maintained by CMLP line workers. To monitor the system, the Light Plant has a modern, consolidated operations center. In addition, the CMLP staff is responsible for reading electric and water meters, and for providing customer service.

As a Town Enterprise, the Light Plant is supported by revenue raised from electric utility rates paid by its customers. Current resources are allocated to pay for the upkeep of existing substations and power lines.

A new Telecommunications Division within CMLP has been established to provide broadband service to residences and businesses. This Division is run by the Chief Information Officer, who reports to the CMLP Director.



The Concord Municipal Light Plant is committed to providing the Town with reliable power while decreasing the Town’s dependence on electricity generated from fossil fuels. CMLP has upgraded its transformers and increased the pass-through capacity of its power grid. At the same time, CMLP has set a goal to obtain 30% of its electricity from renewable sources by 2020. In addition, the Light Plant has initiated programs and policies to encourage energy efficiency and conservation measures by its residential and commercial customers.



Purchased Power: Energy and Capacity

Purchased power is comprised of two components: energy and capacity. To understand the difference, one can use the analogy of water distribution. Electrical energy (kilowatt hours) can be compared to the amount of water consumed (gallons) over time. Electrical capacity (megawatts or more precisely mega volt amperes that includes power lost during distribution) can be compared to the size of the water pipe or the capacity to deliver water (i.e. the larger the pipe the more water it can carry). So energy has to do with consumption over time while capacity measures the amount of electricity delivered at any one moment. The Town must purchase both.

Purchased Power: Power Supply Portfolio (16.8% from Renewable Sources)

The current power supply portfolio consists of the purchase of electricity from the following sources:

- Non-Renewable Sources
 - Contracts not associate with a specific resource 51.8% of total mKh
 - RISE – Nextera – Gas 18.0%
 - Spot Market 13.4%
 - Renewable Sources
 - Granby – Landfill Gas-Fired 4.2%
 - Niagara (NYPA) – Hydro 3.7%
 - Miller – Hydro 3.5%
 - Spruce Mountain – Wind 3.4%
 - Saddleback – Wind 0.8%
 - Kearsarge – Solar 1.2%
- 83.2%
- 16.8%

Purchased Power: Local Conservation Initiatives

The Light Plant has initiated programs and policies to encourage energy conservation. The Smart Grid Infrastructure will allow CMLP to better manage its customers’ electricity demands. A residential rate structure adopted in October 2009 has tiers in which users of lower amounts of electricity will pay a lower unit rate.

In 2015, the Light Plant has implemented a “Greening Your Heat” program, which provides 30-minute energy audits to Concord residences at no cost. In addition, there are rebates available to partially cover the cost of any weatherization work that is suggested by the energy audit.

An active rebate program has been put in place by CMLP to promote local conservation initiatives. For residential and commercial customers, CMLP provides rebates for efficient lighting fixture upgrades and energy star appliance purchases. Additional rebates for residential customers are available for weatherization and central A/C efficiency projects.

Electricity Rate Revenue

The total revenue expected to be raised through electricity rates in 2015 is projected to be **\$26,861,704**, with \$12.4 million to be received from residential customers, \$12.7 million from commercial customers, and \$1.7 million from municipal customers.

Of a total of 169.9 MWh of electricity expected to be provided in 2015, it is forecasted that residential sales will be approximately 76.2 MWh, commercial 82.2 MWh, municipal 11.0 MWh, and street lighting 0.5 MWh. Usage varies with the weather, economic conditions, and other factors.

Electric Rate Highlights

•Effective on January 1, 2013, the residential rate (R-1) is set at a meter charge of \$8.05 per month for a single phase system and the following three-tiered energy rates: \$0.14327 per kWh for the first 1,400 kWh, \$0.15678 per kWh for the next 800 kWh, and \$0.17029 per kWh for additional kWh. In addition, there are surcharges for undergrounding, conservation, and power supply.

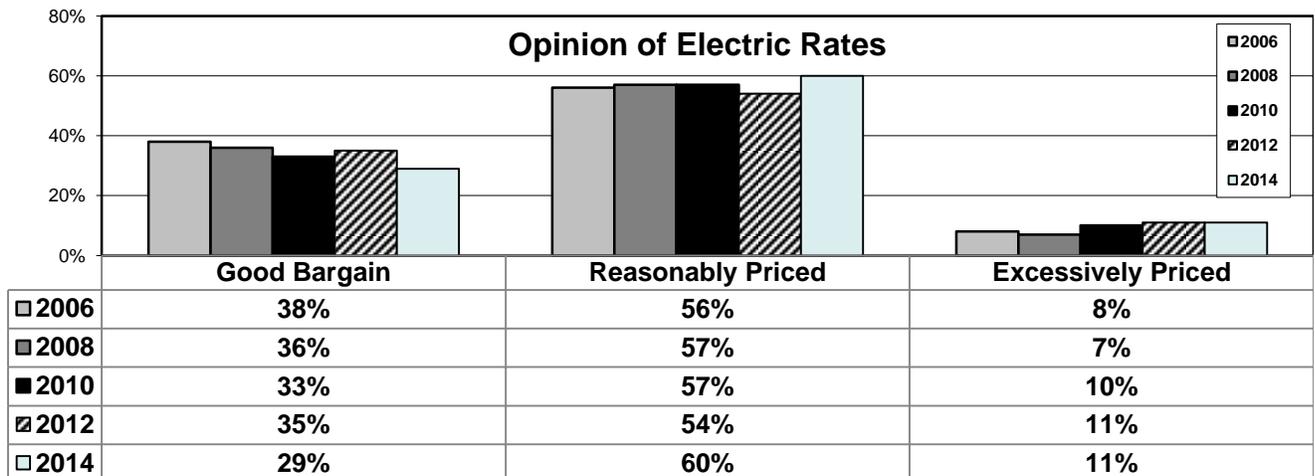
Surcharges

Each electric utility bill includes a 1.5% underground surcharge and a 0.52% Conservation and Renewable Energy Service (CARES) surcharge. The money raised through the underground surcharge is used to place power lines underground. As a result of this activity and in association with zoning requirements for new developments, the Town currently has approximately 50% of its power lines underground.

The Conservation and Renewable Energy Service surcharge is used for the energy conservation activities sponsored by the Light Plant. Funds from the surcharge provide assistance to customers for the purchase of more energy efficient systems and appliances.

Citizen Survey

In 2006, 2008, 2010, 2012, and 2014, the Town conducted a resident survey of Concord residents. For the Light Plant, the following question was asked: “What is your opinion of the price of electric rates?” In 2014, the response was that 29% thought that the price is a Good Bargain and 60% thought that it is Reasonably Priced, and 11% thought it was Excessively Priced.



Program Implementation

For Calendar Year 2015, the Concord Municipal Light Plant is projecting that it will have \$26.2 million in operating revenues and \$24.4 million in operating expenditures.

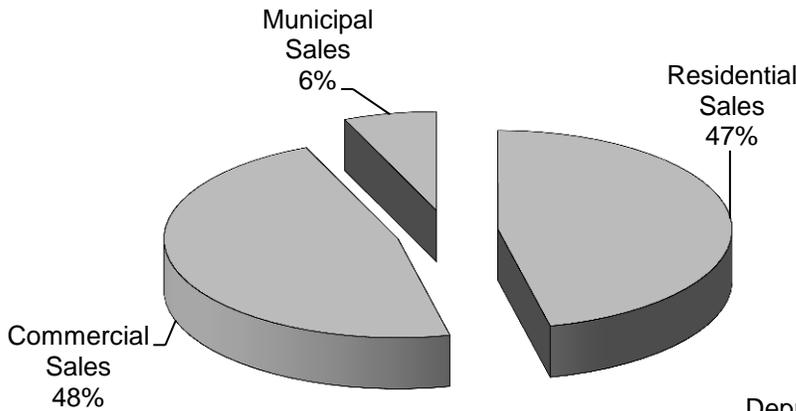
For revenues, funds collected from the sale of electricity are expected to increase from \$25.3 million in 2014 to \$26.8 million in 2015.

For expenditures, the primary cost is the power supply expense. From 2014 to 2015, it is forecast that the power supply expense will increase from \$17.0 million to \$18.0 million. Purchased power expense is passed directly onto customers.

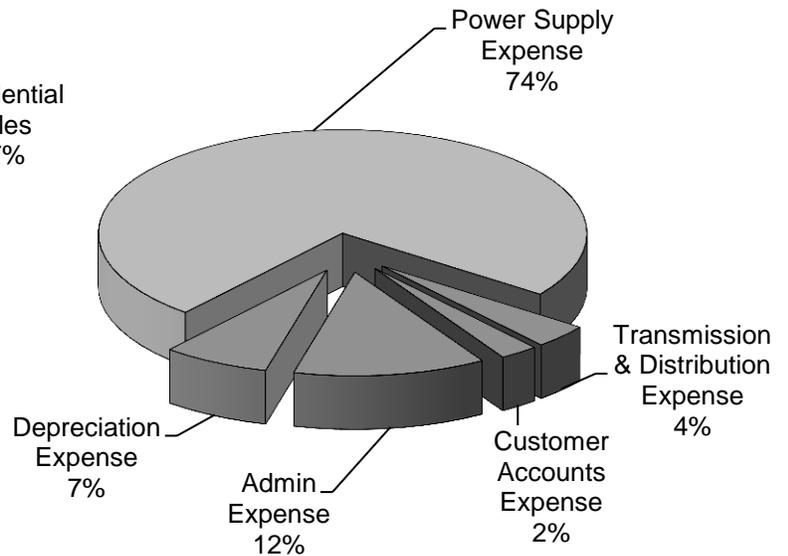
In 2015, the Light Plant is expected to have an operating income of \$1,809,857 and a net income of \$2,245,350. With the addition to the net income of the depreciation expense of \$1,725,892 and the subtraction of \$760,000 for debt principal repayment and \$477,600 for payment in lieu of taxes, the amount of current resources projected to be available for capital purposes is \$2,733,642.

From 2014 to 2015, the cost of the plant (the total worth of the CMLP capital assets) is projected to increase from \$58.2 million to \$59.4 million. As a result, the 2015 rate of return is projected to be 2.5% as compared to 0.4% in 2014.

2015 Operating Revenues
Totaling \$26,195,913



2015 Operating Expenditures
Totaling \$24,386,056



OPERATING REVENUES

	Calendar Year:	2012	2013	2014	2015
		Actual	Actual	Estimated	Budgeted
Sales of Electricity:					
Residential Sales		\$ 10,379,721	\$ 10,899,262	\$ 10,964,606	\$ 12,469,686
Commercial and Industrial Sales		12,027,373	11,655,830	11,770,074	12,667,476
Municipal Sales:					
Street Lighting		66,544	71,723	69,000	72,616
Lighting and Water Heating for Mun. Bldgs. & Reg. School		1,407,414	1,517,046	1,636,819	1,651,926
Operating Revenues Billed Total		\$ 23,881,052	\$ 24,143,861	\$ 24,440,499	\$ 26,861,704
Net Change in Unbilled Revenues		(37,180)	150,394	150,394	-
Provision for CARES		6,665	195,285	-	-
Provision for Rate Refund		853,040	992,135	224,306	(886,028)
Provision for Rate Stabilization		3,090,392	(302,499)	(145,727)	(611,982)
Other Operating Revenue		54,965	74,678	72,811	832,219
Operating Revenues Total		\$ 27,848,934	\$ 25,253,854	\$ 24,742,283	\$ 26,195,913

OPERATING SALES (kWh)

	Calendar Year:	2012	2013	2014	2015
		Actual	Actual	Estimated	Budgeted
Kilowatt-hours Sold:					
Residential Sales		70,734,809	71,067,431	74,371,986	76,272,150
Commercial and Industrial Sales		89,293,307	82,640,462	82,152,295	82,252,416
Municipal Sales:					
Street Lighting		448,215	451,420	473,311	474,355
Lighting and Water Heating for Mun. Bldgs. & Reg. School		10,602,995	11,216,390	11,285,925	10,996,079
Electric Sales Billed Total		171,079,326	165,375,703	168,283,517	169,995,000
 <i>Source: 2012 & 2013 data are actual data from audited financial statements; 2014 data is estimated from the year ending on September 30, 2014; 2015 data is the budget adopted by the Municipal Light Board.</i>					

OPERATING EXPENSES (\$)

Calendar Year:	2012 Actual	2013 Actual	2014 Estimated	2015 Budgeted
Operating Accounts:				
Power Supply Expense	\$ 20,884,941	\$ 17,143,555	\$ 18,144,954	\$ 18,028,272
Transmission & Subtrans. Expenses:				
Operation	4,265	2,478	12,382	9,452
Maintenance	103,289	86,718	82,500	86,688
	<u>\$ 107,554</u>	<u>\$ 89,196</u>	<u>\$ 94,882</u>	<u>\$ 96,140</u>
Distribution Expenses:				
Operation	207,664	194,556	234,562	201,700
Maintenance	429,107	445,941	393,392	610,000
Audit Adjustment	0	43,374		
	<u>\$ 636,771</u>	<u>\$ 683,871</u>	<u>\$ 627,954</u>	<u>\$ 811,700</u>
Customer Accounts Expenses:				
Supervision	5,340	6,369	11,337	7,600
Meter-reading Labor and Expenses	645	1,374	3,978	2,500
Billing, Collecting, & Assoc. Costs	165,714	183,743	189,546	190,000
Uncollectible Accounts	39,378	8,869	4,219	18,000
Customer Information Services	313,841	645,780	683,326	399,550
Audit Adjustment	0	575		
	<u>\$ 524,918</u>	<u>\$ 846,710</u>	<u>\$ 892,406</u>	<u>\$ 617,650</u>
Administrative & General Expenses:				
Operations:				
Administrative & General Salaries	915,555	910,976	859,752	993,734
General Fund Services	344,013	371,577	380,924	435,000
Office Supplies and Expense	64,271	68,094	73,687	74,500
Outside Services Employed	177,520	136,048	101,892	177,325
Property Insurance	44,718	46,574	73,304	50,900
Employee Pensions & Group Ben.	368,538	603,152	516,721	687,081
Employee Training	39,429	34,839	57,530	46,000
Sick Leave/Vac. Leave/Holidays	407,222	363,996	387,688	390,211
Miscellaneous Expenses	103,153	(2,327)	(67,382)	6,650
Maintenance of General Plant	189,421	212,918	202,180	245,000
Audit Adjustment	0	40,700		
	<u>\$ 2,653,840</u>	<u>\$ 2,786,547</u>	<u>\$ 2,586,297</u>	<u>\$ 3,106,401</u>
Operating Accounts Subtotal	\$ 24,808,024	\$ 21,549,879	\$ 22,346,493	\$ 22,660,163
Depreciation Expense	\$ 1,475,394	\$ 1,592,828	\$ 1,664,931	\$ 1,725,892
Operating Expenses Total	\$ 26,283,418	\$ 23,142,707	\$ 24,011,424	\$ 24,386,056

Source: 2012 & 2013 data are actual data from audited financial statements; 2014 data is estimated from the year ending on September 30, 2014; 2015 data is the budget adopted by the Municipal Light Board.

AUTHORIZED POSITIONS

Code	Position Title	July 1, 2014 - June 30, 2015		July 1, 2015 - June 30, 2016		
		Grade	# Positions	\$ Amount	# Positions	\$ Amount
Light Plant Operations						
	Director	EM-4	1	135,652	1	135,754
	Assistant Director	EM-3	1	110,860	1	110,860
	Power Supply & Rates Admin	EM-3	1	98,519	1	101,850
	Electrical Engineer	EM-2	1	83,748	1	83,748
	Financial Administrator	MP-4	1	91,385	1	91,385
	Civil Engineer	MP-3	1	80,216	1	80,216
	Customer Service Admin	MP-3	1	75,325	1	75,430
	Energy Conservation Coord.	MP-3	1	80,292	1	80,323
	Meter Supervisor	EM-1	1	78,687	1	78,687
	Utility Software Coordinator	MP-2	1	69,150	1	69,150
	Senior Eng. Technician	MP-2	1	44,387	1	67,977
	Engineering Technician	MP-1	1	44,387	1	58,901
	Office Accountant	MP-2	1	44,387	1	65,252
	Sr. Administrative Assistant	ACL-5	1	59,993	1	60,010
	Sr. Account Clerk	ACL-3	1.88	100,761	1.88	102,741
	Sr. Department Clerk	ACL-3	1	48,564	1	48,901
	Line Supervisor	EL-6	1	98,909	1	98,909
	Lead Line Worker	EL-5	3	261,689	3	265,595
	Lineworker, Grade 1	EL-4	3	249,363	3	250,291
	Lineworker, Grade 2	EL-3	0		0	0
	Lineworker, Grade 3	EL-2	2	112,110	2	114,048
	Utility Electrician	EL-3	1	70,804	1	70,805
	Meter Technician	EL-2	1	59,334	1	60,198
	Master Mechanic	TCL-5	1	68,991	1	69,573
	Crew Leader	TCL-5	1	61,333	1	61,388
	Equipment/Line Operator	TCL-4	1	54,017	1	54,017
	Building Maintenance Cust.	TCL-2	1	49,423	1	49,799
Telecommunications						
	Chief Information Officer	MP-7	0.40	47,380	0.40	47,380
	GIS / Applications Manager	MP-4	0.20	15,876	0.20	15,876
	Telecom Coordinator	MP-4	1	77,102	1	77,102
	Telecom Network Technician	MP-2	1	68,249	1	68,250
	Information Syst. Asst.	MP-2	0.20	13,722	0.20	13,722
	FTE Subtotal		34.68	\$2,554,614	34.68	\$2,628,138
	Line Worker Stand-by Pay		1320 hrs.	88,669	1320 hrs.	90,203
	Engineering Stand-by Pay			31,320		31,320
	Salary Subtotal			2,421,957		2,460,050
	Allowance for Salary Increases					105,126
517X	Group Insurance:					
	Health, Life, Dental			240,000		260,000
	Retirement			403,508		392,481
	OPEB Contribution			11,000		11,500
	Soc. Sec. & Medicare Tax			34,000		38,000
	Clothing Allowance			3,600		3,600
	Benefits Subtotal			692,108		705,581
	Personnel Services Total			\$3,114,065		\$3,270,757

DEBT SERVICE

	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Rev. Budget</u>	<u>FY16 Estimate</u>
Long Term Debt (Cash Basis):				
Principal	\$760,000	\$760,000	\$760,000	\$705,000
Interest	157,699	127,574	239,133	216,075
Totals	<u>\$917,699</u>	<u>\$887,574</u>	<u>\$999,133</u>	<u>\$921,075</u>
Calendar Year:	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budgeted</u>
Accrued Interest Expensed	\$167,288	\$133,440	\$113,982	\$161,983

PAYMENTS TO THE GENERAL FUND

Town Fiscal Year Basis	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Rev. Budget</u>	<u>FY16 Estimate</u>
Financial & Administrative Services:				
Town Manager's Account	\$96,026	\$97,674	\$101,540	\$95,066
Town Accountant:				
General Services	49,926	51,959	51,775	51,216
Audit Services	1,500	1,500	1,500	1,500
Treasurer-Collector	54,768	55,787	56,507	57,070
Finance Administration	42,186	44,327	45,597	45,977
Human Resources	53,883	53,883	57,403	59,541
Town House Facilities	5,743	5,604	5,612	5,526
Subtotal	<u>304,032</u>	<u>310,734</u>	<u>319,934</u>	<u>315,896</u>
Natural Resource Protection:				
Planning	\$9,186	\$9,798	\$10,627	\$10,771
Natural Resources	\$19,241	\$19,787	\$20,556	\$20,710
Subtotal	<u>\$28,427</u>	<u>\$29,585</u>	<u>\$31,183</u>	<u>\$31,481</u>
Landscaping @ Substations:				
Parks & Trees	\$7,225	\$7,225	\$7,225	\$7,225
GIS Administrator:				
CPW Engineering	\$3,576	\$2,825	\$2,967	\$0
Adjustment (Fiscal to Calendar Year)	\$753	\$21,208	\$19,615	\$80,398
Total	<u>\$344,013</u>	<u>\$371,577</u>	<u>\$380,924</u>	<u>\$435,000</u>
Payment in Lieu of Taxes (PILOT)	\$385,000	\$447,800	\$455,938	\$477,600
Calendar Year of PILOT Payment	2012	2013	2014	2015

NET INCOME

	Calendar Year:	2012	2013	2014	2015
		Actual	Actual	Estimated	Budgeted
Statement of Net Income:					
Operating Revenues		\$ 27,848,934	\$ 25,253,854	\$ 24,742,283	\$ 26,195,913
Less Operating Expenses		(26,283,418)	(23,142,707)	(24,011,424)	(24,386,056)
Operating Income		1,565,516	2,111,147	730,859	1,809,857
Plus:					
Interest & Dividend Income	\$	41,773	26,753	18,028	18,000
Underground Surcharge		358,490	362,233	366,699	382,912
Conservation & Renewable Energy		124,272	125,572		132,743
M&J Income		138,689	97,457	6,769	100,000
Audit Adjustment		-	5,259	-	
Non-Operating Income Subtotal		663,224	617,274	391,496	633,655
Gross Income		2,228,740	2,728,421	1,122,355	2,443,512
Less Non-Operating Expense:					
Interest and Amortization (accrued expense)		(167,288)	(133,440)	(107,746)	(197,732)
Loss on Disposal of Capital Assets			(842,057)		
Other Expenses (audit adjustment)		(161,000)	7,195	(466)	(430)
Subtotal		(328,288)	(968,302)	(108,212)	(198,162)
Net Income	\$	1,900,452	1,760,119	1,014,144	2,245,350
Transfers Out - Pilot		(385,000)	(447,800)	(455,938)	(477,600)
Change in Net Assets		1,515,452	1,312,319	558,206	1,767,750

AVAILABLE RESOURCES

Resources Available from Current Operations for Replacement and Renewal of Plant
(Not including Issuance of Debt):

	Calendar Year:	2012	2013	2014	2015
		Actual	Actual	Estimated	Budgeted
From:					
Depreciation Expense		\$1,475,394	\$1,592,828	\$1,664,931	\$1,725,892
Net Income		1,900,451	1,760,119	1,014,144	2,245,350
Subtotal		<u>3,375,845</u>	<u>3,352,947</u>	<u>2,679,075</u>	<u>3,971,242</u>
Less:					
Debt Principal Repayment		(760,000)	(760,000)	(760,000)	(760,000)
Payment in Lieu of Taxes		(385,000)	(447,800)	(455,938)	(477,600)
Subtotal		<u>(1,145,000)</u>	<u>(1,207,800)</u>	<u>(1,215,938)</u>	<u>(1,237,600)</u>
Net from Current Operations					
Available for Capital Purposes:		\$2,230,845	\$2,145,147	\$1,463,137	\$2,733,642
Cost of Plant @ Year End:		\$53,778,134	\$56,181,550	\$58,213,599	\$59,401,029
(Utility Plant in Service)					
Net from Current Operations					
as % of Cost of Plant:		4.1%	3.8%	2.5%	4.6%
<u>Cost of Plant:</u>					
Beginning		49,863,659	53,778,134	56,181,550	58,213,599
Additions		4,167,189	4,842,503	2,700,525	1,573,330
Less Retirements		(252,713)	(2,439,087)	(668,476)	(385,900)
Ending		<u>\$53,778,134</u>	<u>\$56,181,550</u>	<u>\$58,213,599</u>	<u>\$59,401,029</u>

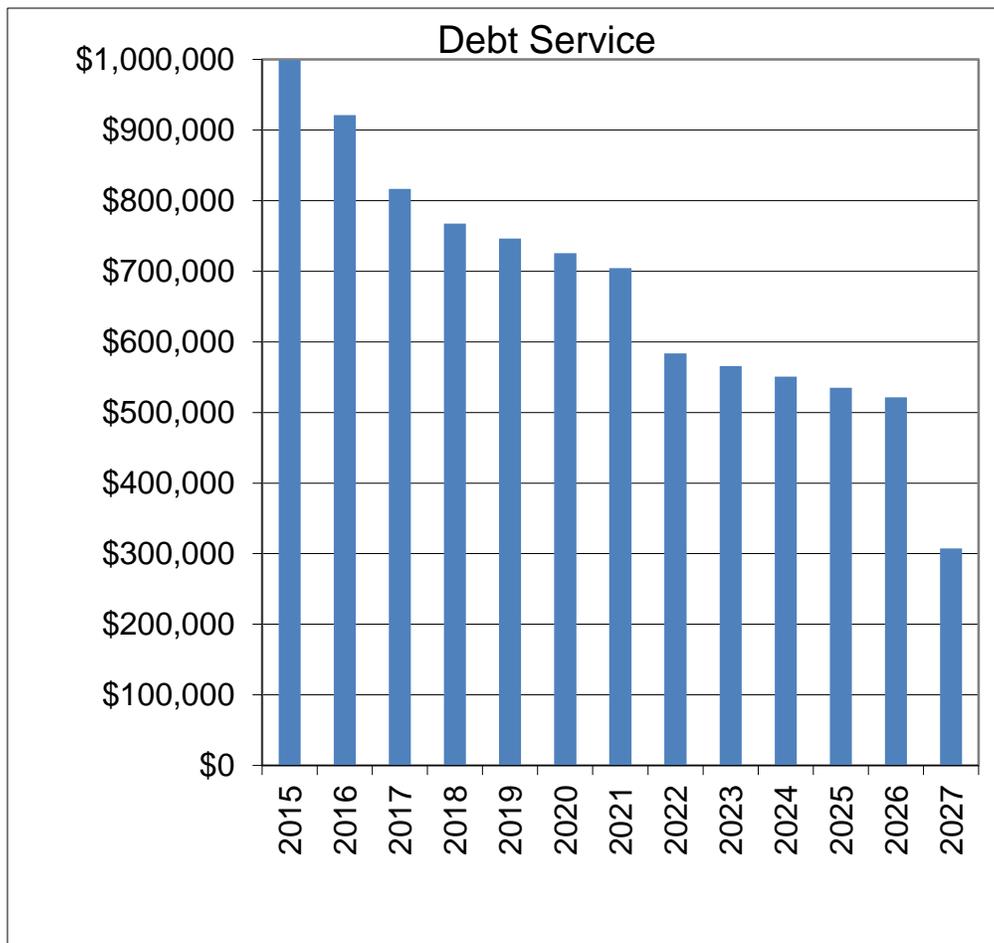
RATE OF RETURN

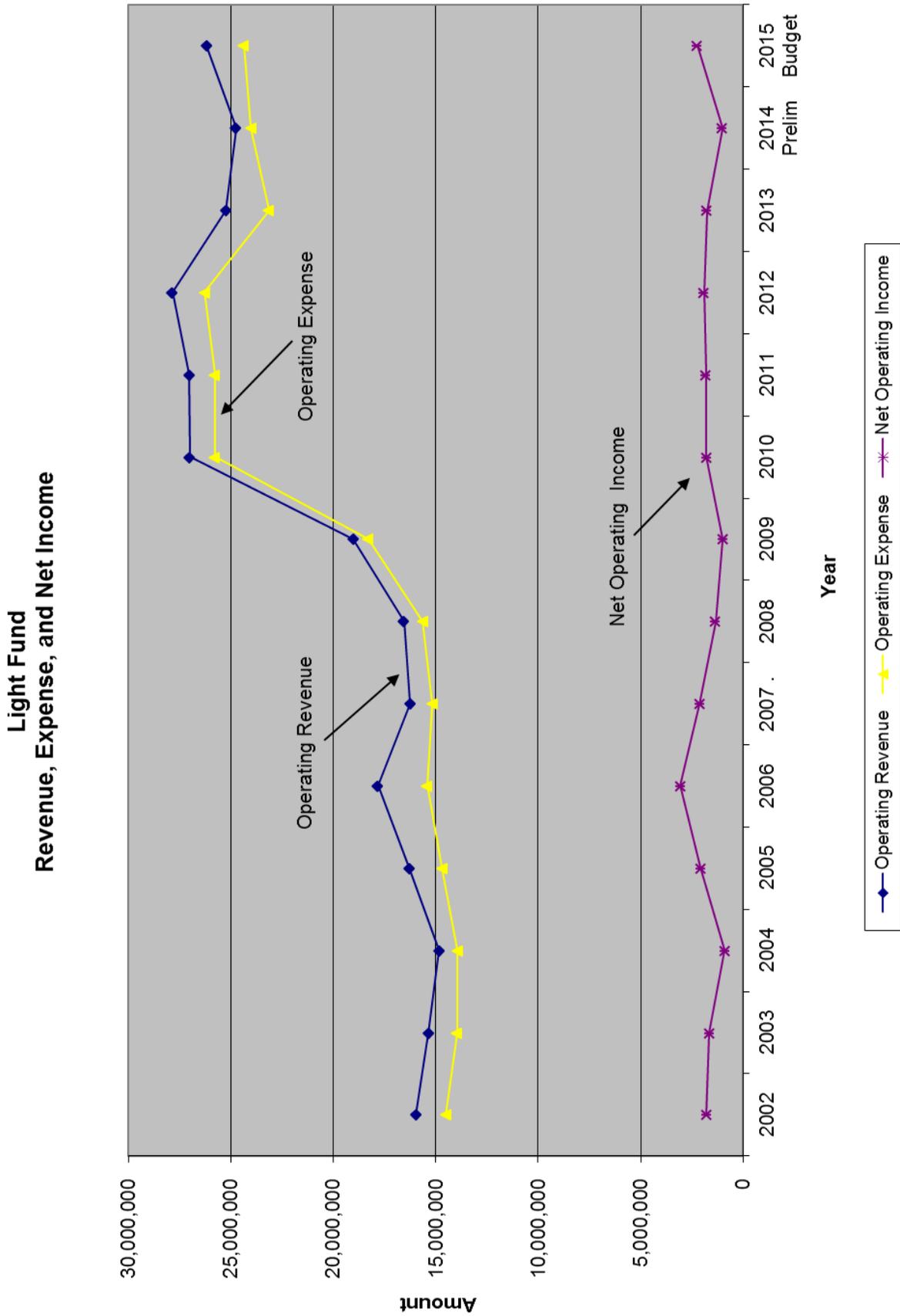
Rate of Return Analysis:

	Calendar Year:	2012	2013	2014	2015
		Actual	Actual	Estimated	Budgeted
Net Income		\$1,900,452	\$1,760,119	\$1,014,144	\$2,245,350
Less Debt Principal Repaid (accrual basis)		(765,000)	(760,000)	(760,000)	(760,000)
Net Return		<u>1,135,452</u>	<u>1,000,119</u>	<u>254,144</u>	<u>1,485,350</u>
Cost of Plant @ Year End		\$53,778,134	\$56,181,550	\$58,213,599	\$59,401,029
% Return (Net Return ÷ Cost of Plant)		2.1%	1.8%	0.4%	2.5%

LIGHT FUND DEBT SERVICE

Calendar Year	Principal	Interest	Total
2015	760,000	239,133	999,133
2016	705,000	216,075	921,075
2017	630,000	186,825	816,825
2018	600,000	167,625	767,625
2019	600,000	146,625	746,625
2020	600,000	125,625	725,625
2021	600,000	104,625	704,625
2022	500,000	83,625	583,625
2023	500,000	65,625	565,625
2024	500,000	50,625	550,625
2025	500,000	35,125	535,125
2026	500,000	21,625	521,625
2027	300,000	7,500	307,500
Totals	\$7,295,000	\$1,450,658	\$8,745,658

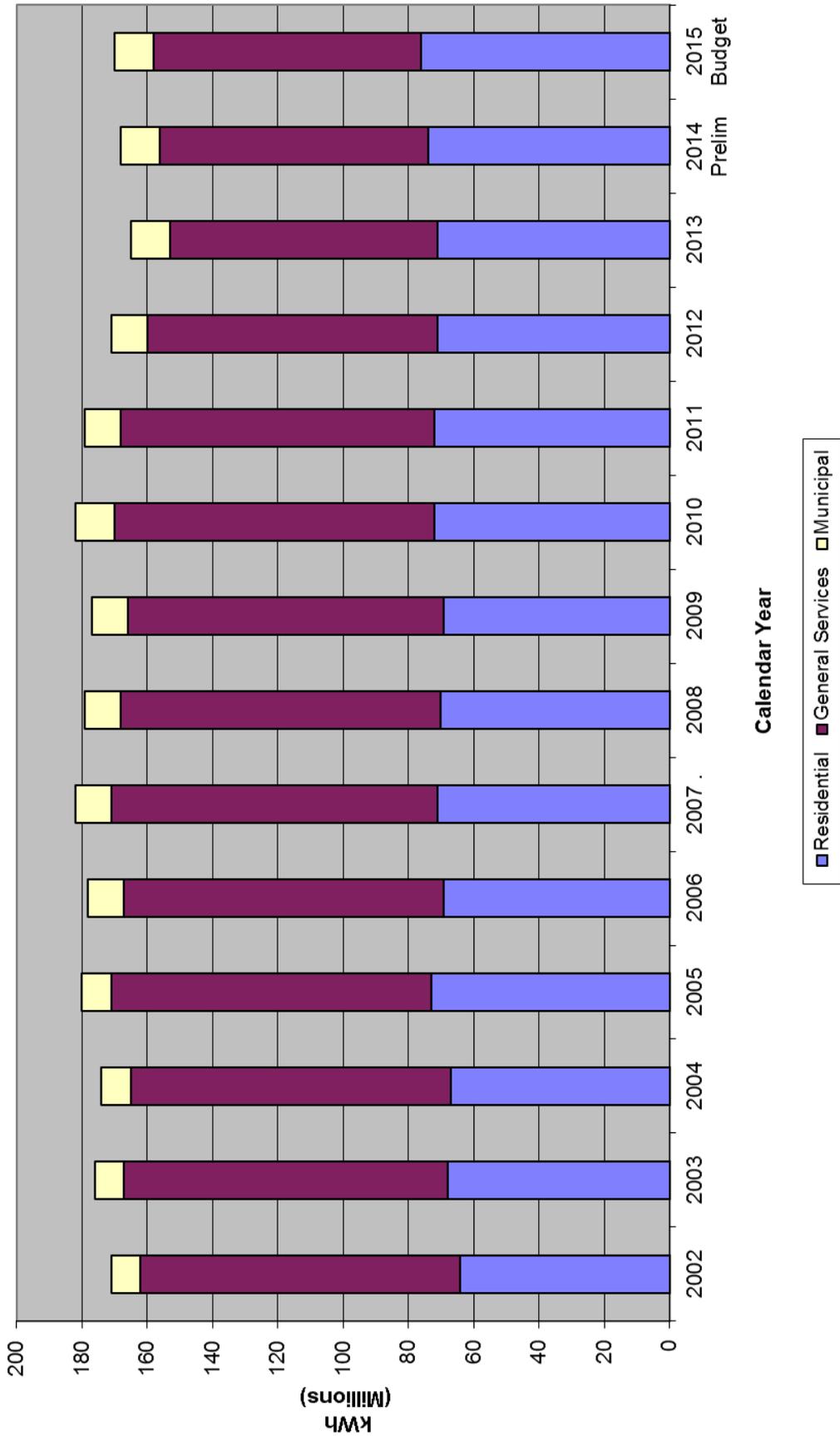


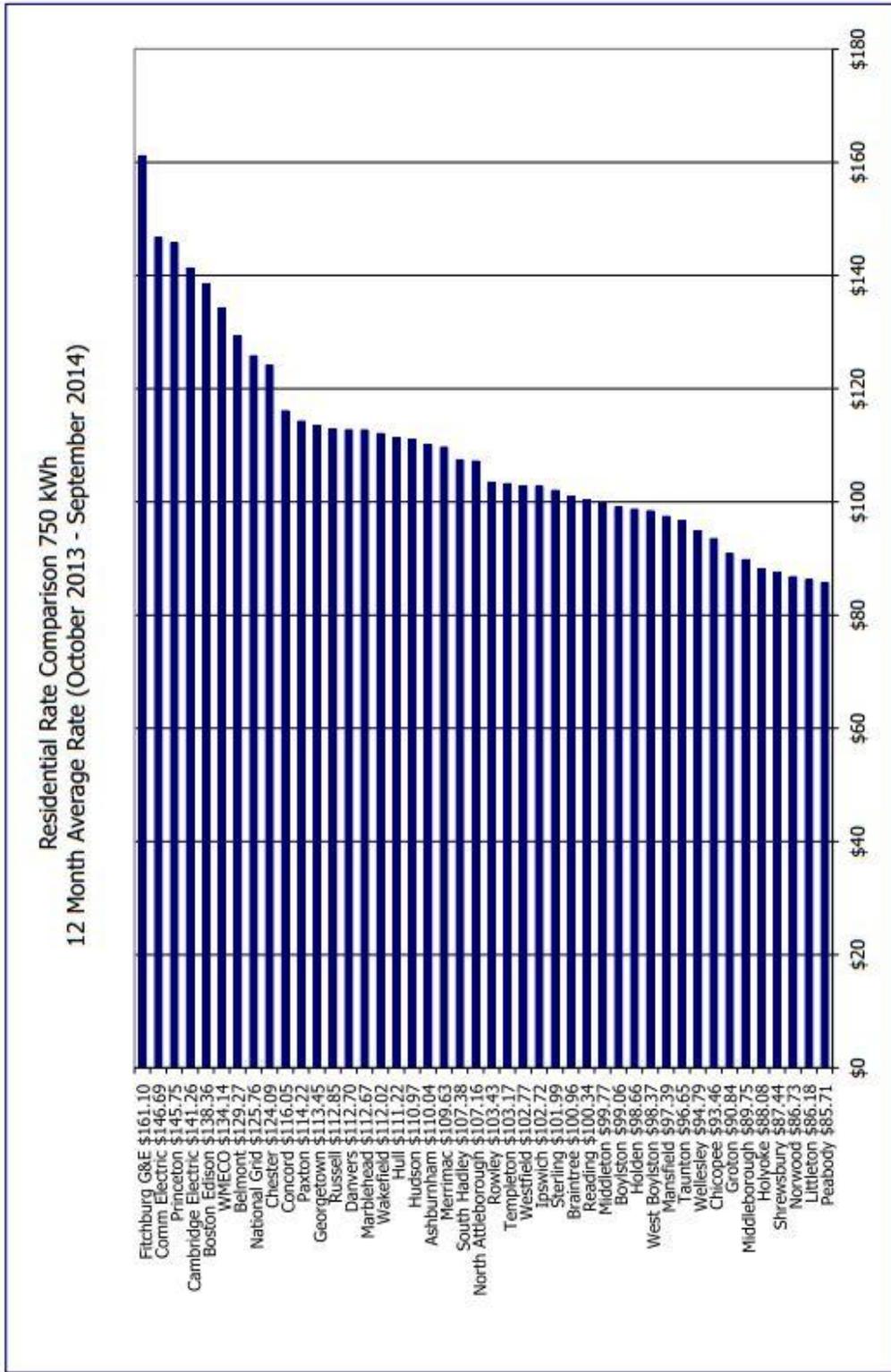


Concord Municipal Light Plant
kWhs Sold, Revenues, Expenses, Operating Income, & Net Income
CY2002-2015

Calendar Year	kWhs Sold (Millions)				Operating Revenues	Operating Expenses	Operating Income	Net Income
	Residential	Commercial	Municipal	Total				
2002	64	98	9	171	15,975,614	14,495,030	1,480,584	1,779,995
2003	68	99	9	176	15,366,040	13,976,203	1,389,837	1,644,664
2004	67	98	9	174	14,825,982	13,945,302	880,680	887,184
2005	73	98	9	180	16,298,994	14,690,064	1,608,930	2,066,462
2006	69	98	11	178	17,829,056	15,433,837	2,395,219	3,052,974
2007	71	100	11	182	16,248,165	15,155,781	1,092,384	2,123,283
2008	70	98	11	179	16,548,218	15,647,921	900,297	1,351,285
2009	69	97	11	177	19,036,385	18,302,574	733,811	986,123
2010	72	98	12	182	27,001,169	25,793,559	1,207,610	1,794,797
2011	72	96	11	179	27,040,652	25,793,559	1,247,093	1,810,770
2012	71	89	11	171	27,848,934	26,283,418	1,565,516	1,900,452
2013	71	82	12	165	25,253,854	23,142,707	2,111,147	1,760,119
2014 Prelim	74	82	12	168	24,742,283	24,011,424	730,859	1,014,144
2015 Budget	76	82	12	170	26,195,913	24,386,056	1,809,857	2,245,350

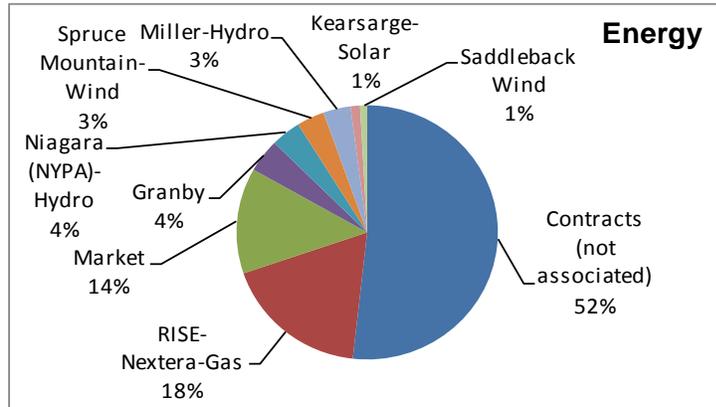
Concord Municipal Light Plant
Electricity Sales





2015 Energy Purchases

<u>Resource</u>	<u>Energy (MWh)</u>	<u>Energy Costs</u>	<u>Cost per MWh</u>	<u>Share of MWh</u>	<u>Share of Cost</u>
Contracts (not associated)	92,328	\$ 5,014,375	\$ 54.31	51.77%	49.13%
RISE-Nextera-Gas	32,120	2,047,461	63.74	18.01%	20.06%
Market	23,964	1,848,575	77.14	13.44%	18.11%
Granby	7,525	383,767	51.00	4.22%	3.76%
Niagara (NYPA)-Hydro	6,619	32,565	4.92	3.71%	0.32%
Spruce Mountain-Wind	6,110	230,336	37.70	3.43%	2.26%
Miller-Hydro	6,035	346,124	57.35	3.38%	3.39%
Kearsarge-Solar	2,087	154,441	74.00	1.17%	1.51%
Saddleback Wind	1,572	149,295	95.00	0.88%	1.46%
Total	178,359	\$ 10,206,938		100.00%	100.00%



2015 Capacity Purchases

<u>Resource</u>	<u>Capacity (kW)</u>	<u>Capacity Costs</u>	<u>Cost per kW</u>	<u>Share of kW</u>	<u>Share of Cost</u>
Contracts (not associated)	18,100	\$ 837,025	\$ 46.24	32.29%	22.85%
Market	14,579	599,083	\$ 41.09	26.01%	16.36%
RISE-Nextera-Gas	11,000	689,975	\$ 62.73	19.62%	18.84%
Watson-Gas	9,205	1,219,384	\$ 132.47	16.42%	33.29%
Niagara (NYPA)-Hydro	1,114	255,702	\$ 229.53	1.99%	6.98%
Hydro Quebec	730	61,200	\$ 83.84	1.30%	1.67%
Miller-Hydro	630	-	-	1.12%	0.00%
Spruce Mountain-Wind	417	-	-	0.74%	0.00%
Saddleback Wind	283	-	-	0.50%	0.00%
Total	56,058	\$ 3,662,369		100.00%	100.00%

