SAVEourVotes
SECURE•ACCESSIBLE•VERIFIABLE ELECTIONS FOR MARYLAND

Cost Analysis for SB 970 and HB 1211
Election Law - Delay in Replacement of Voting System
Heard 26 March, 2009
Senate Education, Health, and Environmental Affairs Committee

SAVE our Votes (SOV) has analyzed the cost projections prepared by the State Board of Elections (SBE) for continuing to operate the current touch-screen DRE voting system in Fiscal Years 2010 through 2015, and of deploying a new optical scan (op-scan) voting system during those same years while continuing to pay off the remaining capital lease on the current system.

Please refer to the line items in Exhibits 1 - 4 on the following pages for the costs discussed below. Please note that we have indicated mathematical summing errors on the SBE tables (Exhibits 1 and 3) in pink, where lines do not total correctly across and down. Corrected totals are highlighted in yellow. There is also a transcription error in the capital lease cost for FY2013. The correct cost is highlighted in yellow.

Line 1: Vendor staff

SBE cost projection for existing touch-screen DRE system: $1,270,000 per year
Actual cost FY 2006 – FY 2009: $1,750,000 to $2,000,000 per year
Difference: $500,000 to $700,000 decrease
SBE cost projection for new optical scan voting system: $1,270,000 per year
SOV cost projection for new optical scan voting system: $1,270,000 per year during FY 2010 and FY2011, $270,000 in subsequent years

SBE comments: Regardless of system used, the vendor will need to provide a Project Manager, Quality Assurance Manager, Training Coordinator, Contract Manager, Technical Lead, and 6 Regional Managers.

SOV comments: This may be true through the first election cycle using the new system. However, in general, an optical scan system is so much simpler and has so much less equipment to manage and oversee that many jurisdictions that have used optical scan systems for many years do not employ any vendor staff on an ongoing basis, since most of these roles can be filled by LBE staff. Also, please note that Project Management is included as a separate entry on Line 14. We estimate that Line 1 could be reduced by approx. $1M beginning in FY2012.

Line 4: Local Board Warehouses

SBE cost projection for existing touch-screen DRE system: $638,000 per year
Actual cost FY 2006 – FY 2009: $320,000 to $350,000 per year
Difference: $300,000 increase
SBE cost projection for new optical scan voting system: $638,000 per year
SOV cost projection for new optical scan voting system: $319,000 per election

SBE comments: Local Boards of Election (LBEs) are now storing their own equipment instead of the vendor providing the storage space. The SBE continues to pay half. SBE anticipates no reduction in the need for storage from the use of an optical scan system.

SOV comments: This doubling of storage costs compared to previous years is puzzling, since the SBE's comments imply that LBEs handling storage represents a cost savings. SBE suggests that the space needed to store voting booths and paper ballots will offset the space needed to warehouse the DREs, therefore providing no decrease in storage costs. This depends largely on what type of voting booths are chosen for the optical scan system. Cardboard or plastic privacy screens are compact, light, and inexpensive, could be stacked very high in tall warehouses, and would require relatively little storage space, even if purchased in much larger quantities than our current DRE allocation requirement. (Please see Line 17 for more on Privacy Booths.) Based on costs in other op-scan jurisdictions, we estimate that Line 4 could be reduced by about half.

Line 5: Transportation

SBE cost projection for existing touch-screen DRE system: $450,000 per election
Actual cost FY 2006 – FY 2009: $177,200 to $500,000 per election
Difference: About the same
SBE cost projection for new optical scan voting system: $450,000 per election
SOV cost projection for new optical scan voting system: $225,000 per election

SBE comments: SBE anticipates no reduction in the cost of delivery of voting equipment to and from the polls when using an optical scan system because the volume of equipment and number of stops will be the same.

SOV comments: As with Line 4, transportation costs will depend largely on what type of privacy screens are chosen. We estimate that the volume of materials delivered to the polls could be about half the volume of the current equipment and could be stacked higher in the truck beds than the carts on which the DREs are delivered. Therefore fewer truck trips and personnel would be needed. We would also suggest that the cost might be decreased by LBEs contracting for this service directly at a price negotiated by the SBE rather than outsourcing this to the vendor at a mark-up. Based on costs in other op-scan jurisdictions, we estimate that an op-scan system would reduce transportation costs by about half.

Line 7: Ballot Printing

SBE cost projection for existing touch-screen DRE system: $450,000 to $675,000 per election
Actual cost FY 2006 – FY 2009: $110,000 to$178,000 per election
SBE cost projection for new optical scan voting system: $1,260,000 to $1,385,000 per election
SOV cost projection for new optical scan voting system: $925,000 per election

SBE comments: SBE currently outsources ballot printing to the vendor at an average printing cost of $0.42 each.

SOV comments: Currently, paper ballots are used solely for absentee and provisional voting, which means that each ballot also has a special printed envelope in which it is submitted. These envelopes have multi-part forms with perforated tear-offs and gummed flaps, which makes them expensive to produce. For ballots that are optically scanned in the polling place, no such envelope is necessary, which reduces the cost. Many jurisdictions around the country directly contract out their ballot printing, which eliminates the vendor mark-up. Cost studies of ballot printing nationally show that op-

scan ballots generally range from $0.10 to $0.30 per page. Using a cost per ballot of $0.25 each, printing a ballot for each of Maryland's 3.7 million registered voters would cost $925,000 per election.

Line 8: Voter Outreach

SBE cost projection for existing touch-screen DRE system: $150,000 per year
Actual cost FY 2006 – FY 2009: $300,000 to $1,000,000 per year
SOV cost projection for existing touch-screen DRE system:
$500,000 per year for first 2 years, then $150,000 per year
SBE cost projection for new optical scan voting system:
$500,000 per year for first 2 years, then $150,000 per year
SOV cost projection for new optical scan voting system:
$500,000 per year for first 2 years, then $150,000 per year

SBE comments: SBE says that a serious voter outreach effort will be needed for voters to make the transition to hand-marked, optically scanned ballots because many voters have never used them before.

SOV comments: Hand-marked paper ballots are the most commonly used voting system in the United States, in no small part because they are very simple to use. All absentee and provisional voters currently use them statewide with very little instruction. This type of marking is used on standardized testing and state lotteries, so most voters will already be familiar with marking them, especially younger voters who have taken countless standardized tests. The greatest need for voter outreach in the 2010 elections is more likely to be education about early voting. Since this would be true regardless of which voting system is used, we believe that $500,000 per year for FY 2010 and FY 2011 and $150,000 per year after that would be needed for either type of voting system. Outreach to voters who use the ballot-marking machines will be done primarily through instructions from election judges in the polling place when voters use the machines.

Line 9: Other Services

SBE cost projection for existing touch-screen DRE system: $88,700 per year
SBE cost projection for new optical scan voting system: $100,000 per year
SOV cost projection for new optical scan voting system: $88,700 per year

SBE comments: SBE says that this category covers miscellaneous supplies needed for running an election, such as batteries, paper rolls, printer cartridges, etc.

SOV comments: Since SBE does not state why the cost of running an op-scan system with 20% of the equipment of the current system would necessitate more supplies. We estimate that this cost would be about half of the cost estimated for the current system.

Line 10: Technical Support

SBE cost projection for existing touch-screen DRE system: $0 per year
Actual cost FY 2006 – FY 2009: $2,600,000 to $3,600,000 per election
SOV cost projection for existing touch-screen DRE system: $2,600,000 to $3,600,000 per election
SBE cost projection for new optical scan voting system: $88,700 to $182,700 per year

SBE comments: This category includes help desks for local board support and statewide voter support, training services and materials, including election judges training, and temporary technical support staff.

SOV comments: In past years, technical support has been one of the most expensive subcategories of the voting system, with average costs of $2.6M to $3.6M per election. Yet SBE includes no cost for this in Exhibit 1. On Exhibit 1, Line 16 they show a Statewide Helpdesk Support cost of $47,000 per election but apparently do not include election judge training costs or any other Technical Support costs in Exhibit 1. Since a DRE system requires technical support for 5 times the amount of equipment as an op-scan system, we have projected the past costs of Technical Support into future years and zeroed out Line 16, which we assume would be included in Line 10 expenses.

Line 11: Acceptance Testing

SBE cost projection for existing touch-screen DRE system: $25,000 per year
Actual cost FY 2006 – FY 2009: $75,000 to $81,000 per election
SOV cost projection for existing touch-screen DRE system: $75,000 per year
SBE cost projection for new optical scan voting system: $25,000 per year
SOV cost projection for new optical scan voting system: $15,789 per year

SBE comments: "This is one area where a cost saving will be realized. Currently, significant staff resources are required to manage acceptance testing. However, given the smaller quantity of equipment, we anticipate being able to conduct acceptance in-house. A small sum has been retained in case some technical experience or other resources are needed."

SOV comments: Acceptance testing is the process of testing each voting machine to ensure that hardware and software are functioning to specifications and that installations and upgrades have been performed correctly. Although SBE states that this is an area where we can expect significant savings with an op-scan system, they indicate the same amount for acceptance testing for op-scans as for DREs. Historically, acceptance testing has cost about $75,000 per election for 19,000 pieces of equipment. We have applied this same cost per machine to the 4,000 machines needed for an op-scan system.

Line 12: Independent Verification and Validation (IV&V)

SBE cost projection for existing touch-screen DRE system: $0 per year
Actual cost FY 2006 – FY 2009: $500,000 to $1,200,000 per year
SOV cost projection for existing touch-screen DRE system: $500,000 per year
SBE cost projection for new optical scan voting system: $200,000 per year
SOV cost projection for new optical scan voting system: $200,000 per year

SBE comments: "This is a DoIT requirement for the implementation of the new system, where they hire an independent contractor to provide project oversight. The cost for this comes from DoIT."

SOV comments: IV&V is an integral part of operating any complex system. In FY 2006 – FY 2009, the SBE spent $500,000 to $1,200,000 per year on IV&V. Yet they show no cost for IV&V in the budget for the existing system. We have applied the historical $500,000 per year cost for the current system, and the DoIT estimate of $200,000 for an op-scan system, since a larger system requires far more oversight.

Line 13: Set-up and Breakdown

In FY 2006 – FY 2009, this cost category ranged from $240,000 to $545,000 per year, yet SBE shows no costs for this in any of their current projections. No comment is provided about this.

Line 14: Project Management

SBE cost projection for existing touch-screen DRE system: $570,000 per year
Actual cost FY 2006 – FY 2009: $750,000 to $800,000 per year
SOV cost projection for existing touch-screen DRE system: $570,000 per year
SBE cost projection for new optical scan voting system: $570,000 per year
SOV cost projection for new optical scan voting system: $570,000 per year for FY 2010 – FY2011; $120,000 per year in subsequent years

SBE comments: "SBE currently contracts for Project Management Support. The need for ongoing support to manage a major IT project and other key election projects (such as early voting) will still be necessary."

SOV comments: Project Management Support at this level is likely to be needed only during the first election cycle with the new system. Since it is a far simpler system to operate, this cost would be likely to decrease after the first election cycle. After that, we have projected the same cost per machine for the 4,000 machines in the op-scan system as for the 19,000 DREs.

Line 15: Extended Warranty

SBE cost projection for existing touch-screen DRE system: $455,000 per year
Actual cost FY 2006 – FY 2009: unknown
SOV cost projection for existing touch-screen DRE system: $2,850,000 per year
SBE cost projection for new optical scan voting system: $0 per year through FY 2013; $200,000 to $400,000 per year after that
SOV cost projection for new optical scan voting system: $200,000 per year beginning in FY 2015

SBE comments: "The initial purchase requires a warranty for the first 5 years of the contract. After that, we estimated $50 per unit."

SOV comments: SBE shows a cost of $50 per machine for an extended warranty on the existing DREs. Most contracts in other states show an average cost of $150 to $200 per DRE per year for this service. We have projected the cost at $150 per machine per year, which is probably a conservative estimate, given the age and condition of the equipment.

Line 16: Disposal of Existing DREs

SBE cost projection for new optical scan voting system: $20 per DRE, $400,000 total
SOV cost projection for new optical scan voting system: $0

SOV comments: Voting units sold on Ebay often sell for several hundred dollars each, and companies exist that buy used voting equipment for rental, lease, resale, or parts. It is likely that the state could reclaim some of the equity in these machines or, if necessary, to give them away.

Line 17: Voting Privacy Booths

SBE cost projection for new optical scan voting system: $3,000,000 (20,000 booths at $150 each)

SOV comments: There are many different types of privacy booths available, ranging from multi-unit groups of 12 to 20 connected booths with lights to inexpensive corrugated cardboard or plastic folded screens that sit on a table-top, like those currently used for provisional voters. Experience in other states indicates that voters prefer to sit while they mark their ballots. Since most polling places are in

schools, churches, community centers, and other locations that generally have tables and chairs available, inexpensive folding table-top privacy screens could be purchased in quantities large enough to allow for as many ballot marking spaces as a polling place could accommodate, which would prevent long wait times. A quantity of 100,000 could probably be purchased or custom-manufactured by a box fabricator for less than $5 each. They are compact and lightweight, so they are easily stored and transported. Another possibility for free-standing marking booths would be to repurpose the DRE cases by removing the voting machines and replacing them with a flat surface where the voter could mark a ballot since the DRE case has legs and privacy flaps. If voting booths are selected that cost $3,000,000, they should be included in the capital lease costs.

Exhibit 2, Line 18: Rental of additional DREs

SOV comments: SBE rented nearly 1,200 extra DREs for the November 2008 election to meet the mandated voting machine allocation requirements necessitated by voter registration increases. This cost nearly $250,000 and would be required in future statewide elections that use the DREs.

Line 23: Optical Scan Equipment Lease

SOV comments: SBE projects buying 2,500 precinct-count optical scanners for the 1826 precincts in Maryland. SOV suggests that buying 2,000 scanners would provide one for each precinct plus about 10% spare back-up machines.

Exhibit 1-4 data sources: Department of Legislative Services (DLS). Prior-year touch-screen voting system costs are from D38I01 Budget Analyses and other documents; projections for FY2010–2014 are based upon the SBE cost projections compared with the most recent comparable years in the Gubernatorial and Presidential election cycles.

For questions or further information, please contact: Rebecca Wilson, CoDirector, SAVEourVotes
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Total Costs of Existing DRE Voting System Compared with Total Costs of Optical Scan Voting System, FY2010 – FY2015

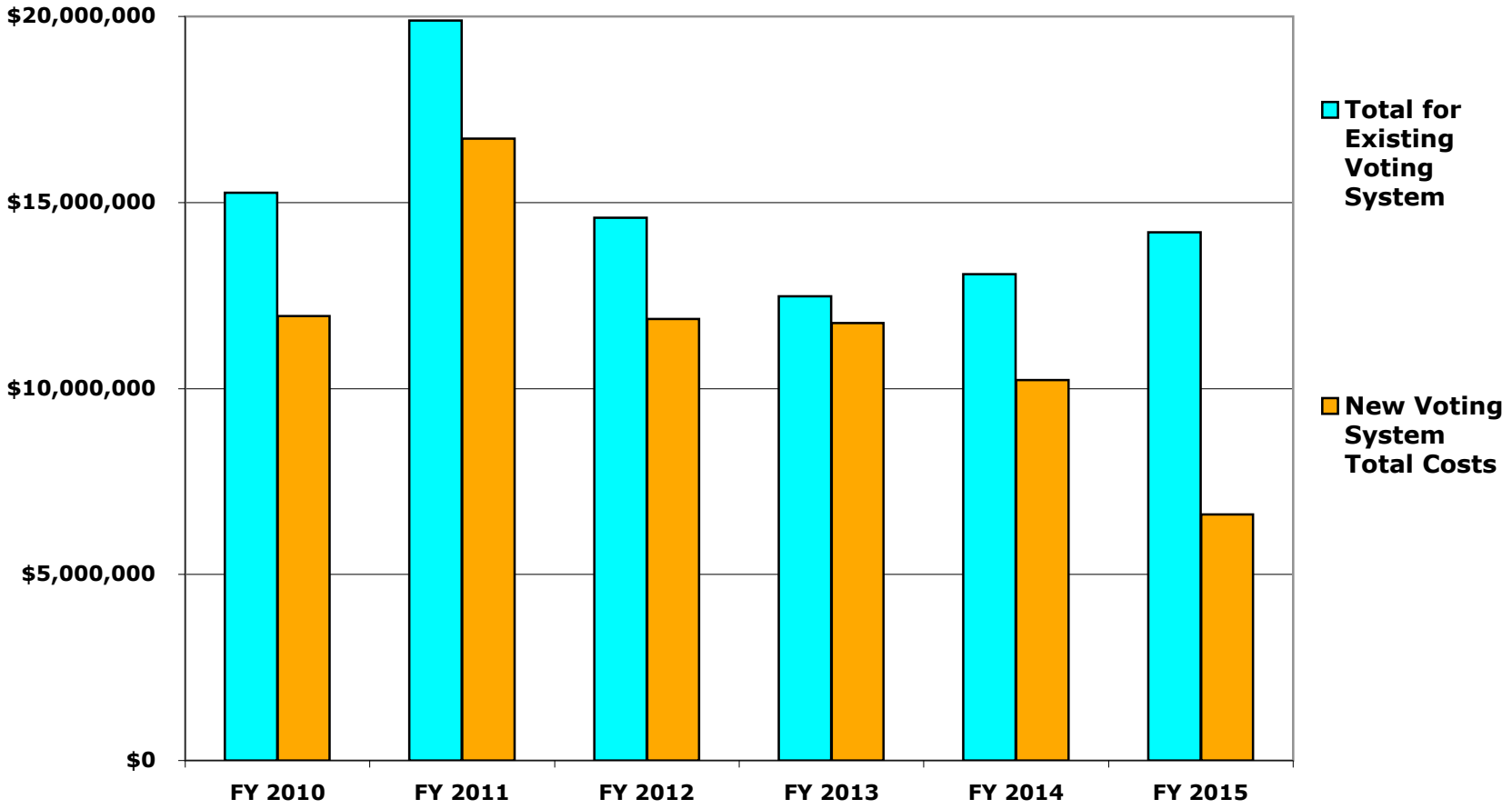

Exhibit 1. SBE COST PROJECTIONS FOR EXISTING VOTING SYSTEM 2010-2015

		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL COST PER CATEGORY
	Voting System Expense Categories							
1	Vendor Staff	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	7,596,000
2	Vendor Staff (impl staff)	0						
3	Warehouse (impl phase)	0						
4	Local Board Warehouse	638,000	638,000	638,000	638,000	638,000	638,000	3,828,000
5	Transportation		900,000	450,000	550,000		900,000	2,800,000
6	Ballot Preparation		35,520	20,000	17,750		35,520	108,790
7	Ballot Printing		1,344,000	577,000	452,000		1,344,000	3,717,000
8	Voter Outreach	150,000	150,000	150,000	150,000	150,000	150,000	900,000
9	Other Services	88,700	88,700	88,700	88,700	88,700	88,700	532,200
10	Technical Support							
11	Acceptance Testing	25,000	25,000	25,000	25,000	25,000	25,000	150,000
12	IV&V							
13	Set-up/Breakdown							
14	Project Management	570,000	570,000	570,000	570,000	570,000	570,000	3,420,000
15	Extended Warranty	455,000	455,000	455,000	455,000	455,000	455,000	2,730,000
16	Statewide Help Desk Support		94,000	47,000	47,000		94,000	282,000
	Services Subtotal	**3,192,700**	**5,566,220**	**4,286,700**	**4,259,450**	**3,192,700**	**5,566,220**	**26,063,990**
	New Optical Scan Equipment Lease							
	New Ballot Marking Device Equipt Lease							
	Equipment Lease Subtotal							
					5,538,632			**23,225,791**
25	**Lease Payments for Existing DREs**	**5,327,673**	**5,325,469**	**3,540,149**	3,538,632	**3,493,868**		**21,225,791**
								49,289,781
	Total for Existing Voting System	**8,520,373**	**10,891,689**	**7,826,849**	**7,798,082**	**6,686,568**	**5,566,220**	**47,289,781**

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Green highlight indicates corrected numbers

Exhibit 2: PROJECTED COSTS FOR EXISTING VOTING SYSTEM 2010-2015 BASED ON PAST COSTS

		FY 2010 (comparable year FY 2006)	FY 2011 (comparable year FY 2007)	FY 2012 (comparable year FY 2008)	FY 2013 (comparable year FY 2009)	FY 2014 (comparable year FY 2010)	FY 2015 (comparable year FY 2011)	TOTAL COST PER CATEGORY
	Voting System Expense Categories							
1	Vendor Staff	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	7,596,000
2	Vendor Staff (impl staff)							
3	Warehouse (impl phase)							
4	Local Board Warehouse	638,000	638,000	638,000	638,000	638,000	638,000	3,828,000
5	Transportation	0	900,000	450,000	550,000	0	900,000	2,800,000
6	Ballot Preparation	0	35,520	20,000	17,750		35,520	108,790
7	Ballot Printing		1,344,000	577,000	452,000		1,344,000	3,717,000
8	Voter Outreach	500,000	500,000	150,000	150,000	150,000	150,000	1,600,000
9	Other Services	88,700	88,700	88,700	88,700	88,700	88,700	532,200
10	Technical Support	3,520,456	5,207,019	3,607,748	1,529,145	3,520,456	5,207,019	22,591,843
11	Acceptance Testing	0	163,830	75,000	75,000	0	150,000	463,830
12	IV&V	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
13	Set-up/Breakdown							
14	Project Management	570,000	570,000	570,000	570,000	570,000	570,000	3,420,000
15	Extended Warranty	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	17,100,000
16	Statewide Help Desk Support							0
	ADDITIONAL EXPENSES not listed on SBE projections:							
18	Rental of voting units to accommodate voter registration increases	0	500,000	250,000	250,000	0	500,000	1,500,000
	Services Subtotal	**9,933,156**	**14,563,069**	**11,042,448**	**8,936,595**	**9,583,156**	**14,199,239**	**68,257,663**
25	**Lease Payments for Existing DREs**	**5,327,673**	**5,325,469**	**3,540,149**	**3,538,632**	**3,493,868**		**21,225,791**
	Total for Existing Voting System	**15,260,829**	**19,888,538**	**14,582,597**	**12,475,227**	**13,077,024**	**14,199,239**	**89,483,454**

Yellow highlight indicates numbers that differ from SBE projections

Exhibit 3: SBE COST PROJECTIONS FOR SWITCHING TO OPTICAL SCAN VOTING SYSTEM, 2010-2015

		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL COST PER CATEGORY
	Voting System Expense Categories							
1	Vendor Staff	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	1,266,000	7,596,000
2	Vendor Staff (impl staff)	518,000						518,000
3	Warehouse (impl phase)	75,000						75,000
4	Local Board Warehouse	638,000	638,000	638,000	638,000	638,000	638,000	3,828,000
5	Transportation		900,000	450,000	550,000		900,000	2,800,000
6	Ballot Preparation		35,520	20,000	17,750		35,520	108,800
7	Ballot Printing		2,520,000	1,385,000	1,260,000		2,520,000	7,685,000
8	Voter Outreach	500,000	500,000	150,000	150,000	150,000	150,000	1,600,000
9	Other Services	100,000	100,000	100,000	100,000	100,000	100,000	600,000
10	Technical Support	88,700	182,700	182,700	182,700	88,700	182,700	908,200
11	Acceptance Testing	25,000	25,000	25,000	25,000	25,000	25,000	150,000
12	IV&V	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
13	Set-up/Breakdown							
14	Project Management	570,000	570,000	570,000	570,000	570,000	570,000	3,420,000
15	Extended Warranty					200,000	400,000	600,000
16	Disposal of Existing DREs	400,000						400,000
17	Privacy Booths	3,000,000						3,000,000
	Services Subtotal	**7,380,700**	**6,937,220**	**4,986,700**	**4,959,450**	**3,237,700**	**6,987,220**	**34,489,000**
23	New Optical Scan Equipment Lease	1,636,291	3,535,809	3,532,308	3,528,703	3,524,987	1,761,066	17,519,164
24	New Ballot Marking Device Equipt Leas	1,338,784	2,892,934	2,890,071	2,887,120	2,884,081	1,440,872	14,333,862
	Equipment Lease Subtotal	**2,975,075**	**6,428,743**	**6,422,379**	**6,415,823**	**6,409,068**	**3,201,938**	**31,853,026**
	New Voting System Total Costs	**14,761,400**	**13,874,440**	**9,973,400**	**9,918,920**	**6,475,400**	**13,974,440**	**68,978,000**
	Corrected arithmetic	**10,355,775**	**13,365,963**	**11,409,079**	**11,375,273**	**9,646,768**	**10,189,158**	**66,342,016**
25	**Lease Payments for Existing DREs**	**5,327,673**	**5,325,469**	**3,540,149**	**5,538,632**	**3,493,868**		**23,225,791**
					3,538,632			**21,225,791**
	Total for 2 Voting Systems	**20,089,073**	**19,199,909**	**13,513,549**	**15,457,552**	**9,969,268**	**13,974,440**	**92,203,791**
	Corrected arithmetic	**15,683,448**	**18,691,432**	**14,949,228**	**14,913,905**	**13,140,636**	**10,189,158**	**87,567,807**

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Green highlight indicates corrected numbers

Exhibit 4: SAVE OUR VOTES PROJECTED COSTS FOR SWITCHING TO OPTICAL SCAN VOTING SYSTEM

		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL COST PER CATEGORY
	Voting System Expense Categories							
1	Vendor Staff	1,266,000	1,266,000	266,526	266,526	266,526	266,526	3,598,105
2	Vendor Staff (impl staff)	518,000						518,000
3	Warehouse (impl phase)	75,000						75,000
4	Local Board Warehouse	319,000	319,000	319,000	319,000	319,000	319,000	1,914,000
5	Transportation	0	450,000	225,000	225,000	0	450,000	1,350,000
6	Ballot Preparation	0	35,520	20,000	17,750	0	35,520	108,790
7	Ballot Printing	0	1,850,000	925,000	925,000	0	1,850,000	5,550,000
8	Voter Outreach	500,000	500,000	150,000	150,000	150,000	150,000	1,600,000
9	Other Services	44,350	44,350	44,350	44,350	44,350	44,350	266,100
10	Technical Support	88,700	182,700	182,700	182,700	88,700	182,700	908,200
11	Acceptance Testing	15,789	15,789	15,789	15,789	15,789	15,789	94,737
12	IV&V	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
13	Set-up/Breakdown							
14	Project Management	570,000	570,000	120,000	120,000	120,000	120,000	1,620,000
15	Extended Warranty						200,000	200,000
16	Disposal of Existing DREs	0						0
	Implementation Costs Subtotal	**2,929,000**	**2,336,000**					5,265,000
	Recurring Services Subtotal	**667,839**	**3,097,359**	**2,468,366**	**2,466,116**	**1,204,366**	**3,833,886**	**13,737,932**
23	New Optical Scan Equipment Lease	1,120,000	2,240,000	2,240,000	2,240,000	2,240,000	1,120,000	11,200,000
24	New Ballot Marking Device Equipt Leas	1,120,000	2,240,000	2,240,000	2,240,000	2,240,000	1,120,000	11,200,000
	Other Hardware & Software Licenses	226,500	453,000	453,000	453,000	453,000	226,500	2,265,000
17	Privacy Booths	300,000	600,000	600,000	600,000	600,000	300,000	3,000,000
	Equipment Lease Subtotal	**2,766,500**	**5,533,000**	**5,533,000**	**5,533,000**	**5,533,000**	**2,766,500**	**27,665,000**
	Interest on Capital Lease	252,350	428,630	325,610	220,410	113,750	16,020	1,356,770
	New Voting System Total Costs	**6,615,689**	**11,394,989**	**8,326,976**	**8,219,526**	**6,737,366**	**6,616,406**	**47,910,952**
25	**Lease Payments for Existing DREs**	**5,327,673**	**5,325,469**	**3,540,149**	**3,538,632**	**3,493,868**		**21,225,791**
	Total, Including Pay-off of DREs	**11,943,362**	**16,720,458**	**11,867,125**	**11,758,158**	**10,231,234**	**6,616,406**	**69,136,743**

Yellow highlight indicates numbers that differ from SBE projections

Blue highlight indicates implementation costs