



The City's fleet assets are a critical tool that departments depend on to successfully deliver services to the community.

- Our fleet consists of equipment and vehicles from snow plows to sewer maintenance trucks, to road paving equipment, and police and fire vehicles.
 - In total, Topeka's Fleet consists of more than 1,050 vehicles and pieces of equipment that have a replacement value of \$54 million and cover more than 1.8 million miles each year.



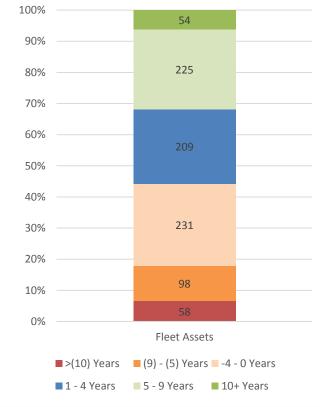


The challenges that the City's fleet faces today are very similar to a number of the City's assets, they are past their

recommended life cycle.

 44% (387) of Fleet Assets* are at or past their Life Cycle recommendation, 7% (58) of these assets are more than 10 years past their recommended cycle

- As a result, we are experiencing higher operational costs, decreased reliability, and increased downtime
- Our Fleet Services department has increasingly become more of a repair shop vs a preventative maintenance (PM) shop, as intended, as a direct result of our aging fleet







To continue to support City departments in successfully delivering services to the community, the City should deploy a strong Fleet Management Program that spans all vehicles and equipment.

• The continued choice between short term budgetary savings vs purchasing vehicles based on total cost of ownership models has resulted in an old, unreliable, and unsustainable fleet.





The Fleet Replacement Program that is being presented is a hybrid program leveraging 3 approaches based on asset type*

- Lease Program for Light/Mid Duty vehicles with limited up-fitting
- Dedicated Bond Funded Heavy-Duty Program
 - Fire and Trans Ops currently have CIP funding
- Cash Program for the balance of the assets

		Replacem	ent Value
	# Assets	Average	
Lease Program	289	7,825,433	27,078
Bond Program	123	24,658,477	200,475
Cash Sinking Fund	463	21,214,421	45,819
Grand Total	875	53,698,331	61,370







- Currently the 2021 approved funding sources dedicated to the replacement of Fleet Assets total \$4.7m
 - 40% (\$1.89m) is funded from operational budgets (PD, Utilities, & VERF departments)

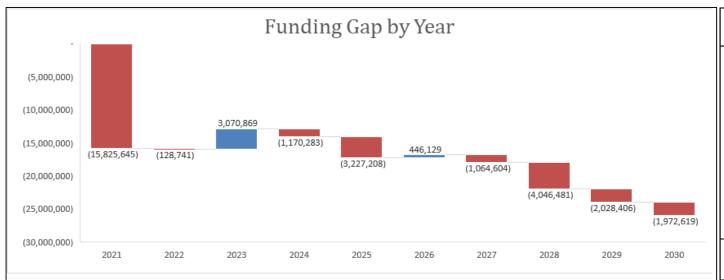
				Aj	proved Fund	ing					
Funding Source	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Fire Cash			225,000					ļ			225,000
Fire GO Bond	844,223	844,223	2,473,547	1,741,539	1,859,336	2,024,807	2,024,807	2,024,807	2,024,807	2,024,807	17,886,905
Utilties Cash	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
Utilties Bond		į					į	į			<u>-</u>
PD Cash	536,000	536,000	536,000	536,000	536,000	536,000	536,000	536,000	536,000	536,000	5,360,000
Public Works Cash	500,000	500,000	500,000								1,500,000
Public Works Bond	1,466,183	1,466,183	1,466,183	956,039	956,039	956,039	956,039	956,039	956,039	956,039	11,090,822
VERF	358,042	368,783	379,846	391,242	402,979	415,068	427,520	440,346	453,556	467,163	4,104,545
Other Cash											-
Cash	2,394,042	2,404,783	2,640,846	1,927,242	1,938,979	1,951,068	1,963,520	1,976,346	1,989,556	2,003,163	21,189,545
Operating	1,894,042	1,904,783	1,915,846	1,927,242	1,938,979	1,951,068	1,963,520	1,976,346	1,989,556	2,003,163	19,464,545
CIP Pay-As-You Go	500,000	500,000	725,000	-	-	-	-	-	-	-	1,725,000
Bond	2,310,406	2,310,406	3,939,730	2,697,578	<i>2,815,37</i> 5	2,980,846	2,980,846	2,980,846	2,980,846	2,980,846	28,977,727
Total	4,704,448	4,715,189	6,580,576	4,624,820	4,754,354	4,931,915	4,944,367	4,957,192	4,970,403	4,984,009	50,167,272

^{* 2026} Forward assumes 2025 funding carries forward





- Excluding 2021, "catch up" year, the annual average funding gap is \$1.1m
 - In order to maintain our current fleet age this \$1.1m gap would need to be eliminated
 - To improve the health of our fleet the full \$25.9m funding gap needs to be addressed over the next 10 years



	Approved	Recplacement	
	Funding	Cost	Gap
2021	4,704,448	(20,530,093)	(15,825,645)
2022	4,715,189	(4,843,930)	(128,741)
2023	6,580,576	(3,509,707)	3,070,869
2024	4,624,820	(5,795,102)	(1,170,283)
2025	4,754,354	(7,981,562)	(3,227,208)
2026	4,931,915	(4,485,786)	446,129
2027	4,944,367	(6,008,970)	(1,064,604)
<i>2028</i>	4,957,192	(9,003,673)	(4,046,481)
<i>2029</i>	4,970,403	(6,998,809)	(2,028,406)
2030	4,984,009	(6,956,628)	(1.972.619)
10 Yr Total	50,167,272	(76,114,261)	(25,946,989)
Avg Per Yr ¹	5,051,425	(6,176,019)	(1,124,594)



^{*} Bond Eligible includes all assets >125k, including Utilities

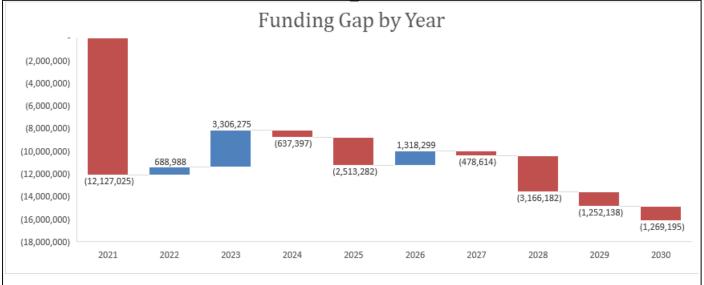
^{*} Future replacement cost is an estimated value based on 3% inflation





 Adding a lease program in the fleet replacement approach, would reduce the average <u>annual gap to \$.4m</u> and the <u>total gap to</u> \$16.1m

This is not factoring in the reduction to maintenance and fuel economy



1	Approvea	Recplacement	1	
İ	Funding	Cost (less Lease)	Lease*	Gap
2021	4,704,448	(17,132,516)	301,043	(12,127,025)
2022	4,715,189	(3,967,438)	(58,764)	688,988
2023	6,580,576	(3,213,295)	(61,007)	3,306,275
2024	4,624,820	(5,074,075)	(188,142)	(637,397)
2025	4,754,354	(6,987,366)	(280,270)	(2,513,282)
2026	4,931,915	(3,359,006)	(254,610)	1,318,299
2027	4,944,367	(5,787,289)	364,309	(478,614)
2028	4,957,192	(7,708,003)	(415,371)	(3,166,182)
2029	4,970,403	(5,769,127)	(453,414)	(1,252,138)
2030	4,984,009	(5,822,761)	(430,444)	(1,269,195)
10 Yr Total	50,167,272	(64,820,875)	(1,476,670)	(16,130,273)
Avg Per Yr ¹	5,051,425	(5,298,707)	(197,524)	(444,805)

^{*} Lease costs are based on Enterprise's Model with an annual increase of 3% for inflation

Excludes 2021 to remove the catch up year * Future replacement cost is an estimated value based on 3% inflation





- Over the last several months we have been working with Enterprise to understand the value and cost of entering into a lease program.
- We will let Enterprise share their program with the group



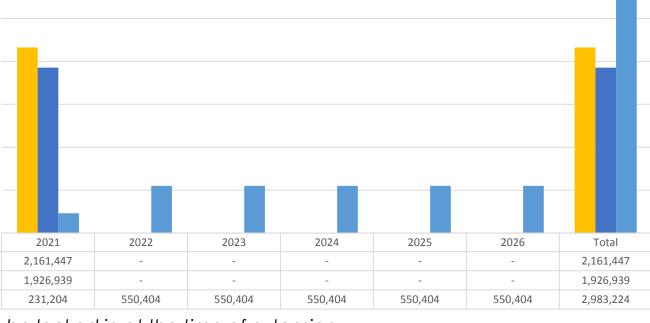


• If the City were to exit after year one, assuming the recommended 100 vehicles were leased, the City would have 3 options:

1. Purchase vehicles for balance of Book Value (\$2.2m)

2. Allow Enterprise to sell the 100 vehicles and cash purchase the replacement with the equity from leased vehicles (\$1.9m)

3. Extend lease terms until Book Value is paid off (\$3.0m)* • Option 1





*Estimate only, a new interest rate would have to be locked in at the time of extension



- Feedback from this committee on the 3 program approaches
 - Lease Program for Light/Mid Duty vehicles with limited up-fitting
 - Dedicated Bond Funded Heavy-Duty Program
 - Cash Sinking Program for the balance of the assets
- Establish targets for overall City Fleet Asset life cycle tolerance
 - Identify the funding necessary to achieve this target within the desired timeframe



Questions?

Appendix





 Excluding 2021, "catch up" year, the annual average funding gap is \$1.1m

					Funding	g Gap						
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total	Avg Per Yr1
Approved Funding	į		į	į	į		į	į	į			
Cash	2,394,042	2,404,783	2,640,846	1,927,242	1,938,979	1,951,068	1,963,520	1,976,346	1,989,556	2,003,163	21,189,545	2,088,389
Bond	2,310,406	2,310,406	3,939,730	2,697,578	2,815,375	2,980,846	2,980,846	2,980,846	2,980,846	2,980,846	28,977,727	2,963,036
Total	4,704,448	4,715,189	6,580,576	4,624,820	4,754,354	4,931,915	4,944,367	4,957,192	4,970,403	4,984,009	50,167,272	5,051,425
Replacement Cost Need			 			<u> </u>	i	 	į			
Cash	13,015,254	3,049,770	2,507,052	3,384,137	3,300,259	3,031,308	3,942,658	4,093,688	3,790,573	5,048,583	45,163,282	3,572,003
Bond Eligible	7,444,233	1,794,160	1,034,419	2,410,965	4,641,066	1,454,478	2,028,049	4,909,985	3,204,917	1,908,045	30,830,317	2,598,454
Total	20,459,486	4,843,930	3,541,471	5,795,102	7,941,326	4,485,786	5,970,707	9,003,673	6,995,490	6,956,628	75,993,599	6,170,457
Difference												
Cash	(10,621,212)	(644,987)	133,795	(1,456,896)	(1,361,281)	(1,080,240)	(1,979,138)	(2,117,342)	(1,801,017)	(3,045,420)	(23,973,737)	(1,483,614)
Bond	(5,133,827)	516,246	2,905,311	286,613	(1,825,691)	1,526,368	952,797	(1,929,139)	(224,071)	1,072,802	(1,852,590)	364,582
Total	(15,755,039)	(128,741)	3,039,106	(1,170,283)	(3,186,972)	446,129	(1,026,341)	(4,046,481)	(2,025,088)	(1,972,619)	(25,826,327)	(1,119,032)

¹ Excludes 2021 to remove the catch up year

^{*} Bond Eligible includes all assets >125k, including Utilities





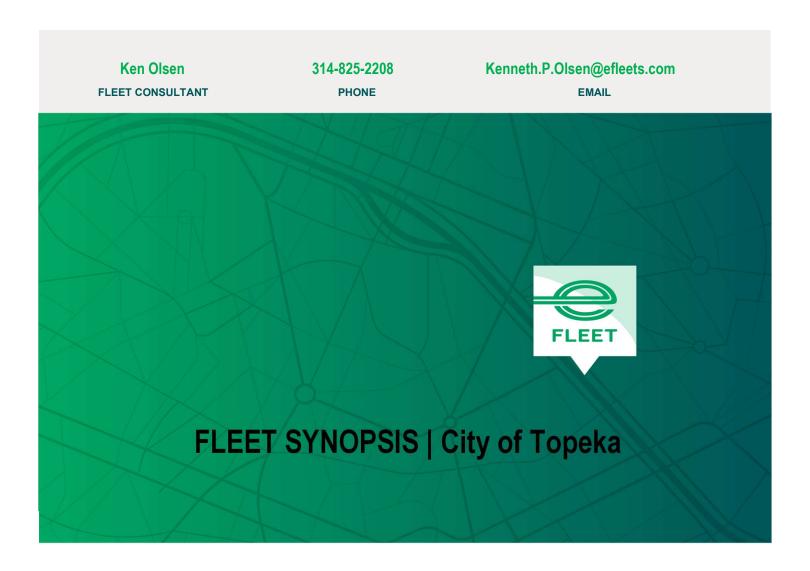
 Adding a lease program in the fleet replacement approach, would reduce the average <u>annual gap to \$.4m</u> and the <u>total gap to</u> \$16.1m

	Funding Gap with Lease Program														
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total	Avg Per Yr ¹			
Approved Funding			į	į	į	į		į	į						
Cash	2,394,042	2,404,783	2,640,846	1,927,242	1,938,979	1,951,068	1,963,520	1,976,346	1,989,556	2,003,163	21,189,545	2,088,389			
Bond	2,310,406	2,310,406	3,939,730	2,697,578	2,815,375	2,980,846	2,980,846	2,980,846	2,980,846	2,980,846	28,977,727	2,963,036			
Total	4,704,448	4,715,189	6,580,576	4,624,820	4,754,354	4,931,915	4,944,367	4,957,192	4,970,403	4,984,009	50,167,272	5,051,425			
Replacement Cost Need				i											
Cash	9,688,283	2,173,278	2,178,875	2,663,110	2,346,300	1,904,528	3,030,622	2,798,018	2,564,209	3,914,716	33,261,940	2,619,295			
Lease*	(301,043)	58,764	61,007	188,142	280,270	254,610	364,309	415,371	453,414	430,444	2,205,288	278,481			
Bond	7,444,233	1,794,160	1,034,419	2,410,965	4,641,066	1,454,478	2,028,049	4,909,985	3,204,917	1,908,045	30,830,317	2,598,454			
Total	16,831,473	4,026,201	3,274,301	5,262,217	7,267,636	3,613,616	5,422,981	8,123,374	6,222,541	6,253,205	(23,973,737)	5,496,230			
Difference	į				į				į						
Cash (Including Lease)	(6,993,199)	172,741	400,964	(924,010)	(687,591)	(208,069)	(1,431,411)	(1,237,043)	(1,028,067)	(2,341,997)	(14,277,683)	(809,387)			
Bond	(5,133,827)	516,246	2,905,311	286,613	(1,825,691)	1,526,368	952,797	(1,929,139)	(224,071)	1,072,802	(1,852,590)	364,582			
Total	(12,127,025)	688,988	3,306,275	(637,397)	(2,513,282)	1,318,299	(478,614)	(3,166,182)	(1,252,138)	(1,269,195)	(16,130,273)	(444,805)			





City of Topeka, KS



THE SITUATION

Current fleet age is negatively impacting the overall budget and fleet operations

- 48% of the light and medium duty (non-police) fleet is currently 10 years or older
- 81% of the light and medium duty fleet is currently 6 years or older
- 10 years is the current average age of the fleet
- Over 15 years time it would take to cycle the entire fleet at current acquisition rates
- Older vehicles have higher fuel costs, maintenance costs and tend to be unreliable, causing increased downtime and loss of productivity.

THE OBJECTIVES

Identify an effective vehicle life cycle that maximizes potential equity at time of resale creating a conservative savings of over \$4,164,504 in 10 years

- Shorten the current vehicle life cycle from 15 years to 1.74 years
- Provide a lower sustainable fleet cost that is predictable year over year
- Free up more than \$1.8 million in capital from the salvage of 229 vehicles in the first five years
- Significantly reduce Maintenance to an average monthly cost of \$39 vs. current \$121
- Reduce the overall fuel spend through more fuel-efficient vehicles
- Leverage an open-ended lease to maximize cash flow opportunities and recognize equity.

Increase employee safety with newer vehicles

- Currently:
 - 72 vehicles predate Anti-Lock Brake standardization (2007)
 - o 111 vehicles predate Electronic Stability Control standardization (2012)
 - ESC is the most significant safety invention since the seatbelt
 - o 200 vehicles predate standardization of back up camera (2018)

Piggyback the Sourcewell awarded RFP #060618-EFM that addresses the following:

- Access to all fleet management services as applicable to the needs of the entity
- Supports the entities need for fleet evaluation on a quarterly basis assessing costs and reviewing best practices
- The City of Topeka's member number is #8165

THE RESULTS

By partnering with Enterprise Fleet Management, it is estimated that the City will reduce their fuel costs by over 20%. The City will also reduce maintenance cost by approximately 71% on non-emergency response vehicles. Leveraging an open-end lease maximizes cash flow and recognizes equity from vehicles sold. Furthermore, the City will leverage Enterprises Fleet Management's ability to sell vehicles at an average of 112% above Commercial Value Index. By shifting from a reactively replacing inoperable vehicles to planning vehicle purchases, Topeka will be able replace 229 of its oldest vehicles within the first five years, turning 100% of their vehicles into newer, safer, more efficient models. The City also expects to leverage the Enterprise vehicle expertise to implement hybrid and electric models over the next five years where applicable.



FLEET ANALYSIS | City of Topeka

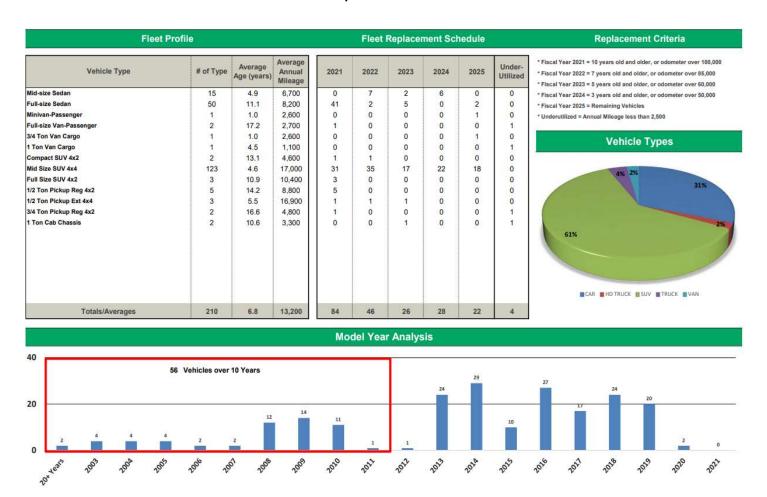
Non-Emergency Response Vehicle Fleet

Fleet Replacement Schedule Fleet Profile Replacement Criteria * Fiscal Year 2021 = 10 years old and older, or odometer over 100.000 Under-Utilized Annual Mileage * Fiscal Year 2022 = 7 years old and older, or odometer over 85,000 Age (years) * Fiscal Year 2023 = 5 years old and older, or odometer over 65,000 Compact Sedan 3,200 * Fiscal Year 2024 = 3 years old and older, or odometer over 45,000 5 7.0 5,000 0 0 0 2 0 * Fiscal Year 2025 = Remaining Vehicles Full-size Sedan 15 4,800 0 13.4 0 * Underutilized = Annual Mileage less than 1,600 0 8 16.0 6,500 0 Full-size Van-Passenger 9.1 8,100 0 5 0 **Vehicle Types** 1/2 Ton Van Cargo 11 7.3 8,500 2.4 5,000 0 0 Compact SUV 4x2 7.5 1,400 0 Mid Size SUV 4x4 2,800 5 10.8 Full Size SUV 4x2 8,000 Compact Pickup Reg 4x2 16.9 4,700 0 0 0 Compact Pickup Ext 4x2 4,900 0 1/2 Ton Pickup Reg 4x2 67 9.5 5,500 24 18 10 3 1/2 Ton Pickup Ext 4x4 19 6,100 5 0 1/2 Ton Pickup Quad 4x4 3.0 9,700 0 3/4 Ton Pickup Reg 4x2 40 5,900 17 3/4 Ton Pickup Ext 4x4 4.5 6,200 0 0 1 Ton Pickup Reg 4x2 5,600 CAR HD TRUCK SUV TRUCK VAN Totals/Averages 229 10.0 5,900 63 26 8 **Model Year Analysis** 35 111 Vehicles over 10 Years

		Fleet Mix					FI	eet Cost				Annual		
Fiscal Year	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash	41%	25%
Average	229	15.0	229	0	395.019	0	-30,000		332,508	243,198	940,725	0	41/0	
'21	221	81	140	81	0	470,535	-386,500	-368,579	240,989	225,371	181,815	758,910		
'22	221	138	77	144	0	1,160,647	-478,125	-608,519	178,842	211,505	464,350	476,375	3	4%
'23	221	156	40	181	0	1,243,293	-478,450	-733,662	142,343	203,362	376,886	563,839		
'24	221	173	14	207	0	1,292,812	-311,025	-827,174	116,695	197,640	468,947	471,778		
'25	221	182	0	221	0	1,304,364	-145,800	-914,506	102,885	194,558	541,501	399,224		
'26	221	186	0	221	0	1,304,364		-1,085,219	102,885	194,558	516,587	424,138		
'27	221	199	0	221	0	1,304,364		-978,715	102,885	194,558	623,091	317,633		
'28	221	189	0	221	0	1,304,364		-929,140	102,885	194,558	672,666	268,059		
'29	221	185	0	221	0	1,304,364		-892,205	102,885	194,558	709,601	231,123	■ Fuel ■ Maintenance	Purchase
'30	221	182	0	221	0	1,304,364		-914,506	102,885	194,558	687,301	253,424		1.511.611.61
									10	Year Savin	gs	\$4,164,504	Avg. Sustainable Savings	\$298,8

FLEET ANALYSIS | City of Topeka

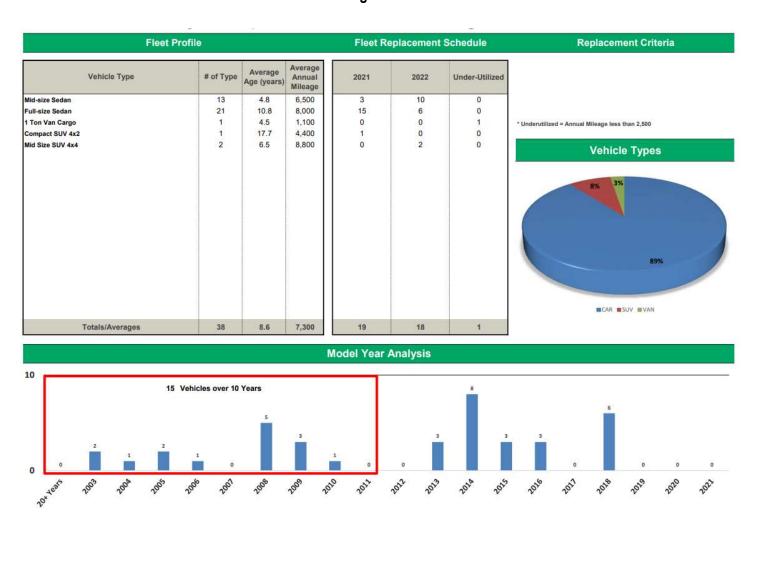
Police Department Vehicle Fleet





FLEET ANALYSIS | City of Topeka

Crime Investigation Vehicle Fleet



		Fleet Mix					Fle	et Cost				Annual	
Fiscal Year	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash	36% 28%
Average	38	2.7	38	0	73,613	0	-2,700	100000	72,732	55,480	199,125	0	
'21	37	19	18	19	0	105,225	-29,000	-92,724	48,563	49,782	81,846	117,278	
'22	37	37	0	37	0	208,989	-45,000	-180,940	27,480	44,384	54,913	144,212	36%
'23	37	37	0	37	0	208,989	0	-180,940	27,480	44,384	99,913	99,211	3076
'22 '23 '24	37	37	0	37	0	208,989	0	-180,940	27,480	44,384	99,913	99,211	
'25	37	37	0	37 37	0	208,989	0	-180,940	27,480	44,384	99,913	99,211	
'25 '26	37	37	0	37	0	208,989		-180,940	27,480	44,384	99,913	99,211	
'27	37	37	0	37	0	208,989		-180,940	27,480	44,384	99,913	99,211	
'28 '29	37	37	0	37	0	208,989		-180,940	27,480	44,384	99,913	99,211	
'29	37	37	0	37 37	0	208,989		-180,940	27,480	44,384	99,913	99,211	■ Fuel ■ Maintenance ■ Purchase
'30	37	37	0	37	0	208,989		-180,940	27,480	44,384	99,913	99,211	- ser - markenance - raicinse
									10	Year Savin	gs	\$1,055,181	Avg. Sustainable Savings \$99,21

CASE STUDY | City of Topeka

CASE STUDY | CITY OF LENEXA



The City of Lenexa see big savings with new fleet vehicles.

BACKGROUND

Location: Lenexa, KS Industry: Government Total vehicles: 72 vehicles

THE CHALLENGE

The City of Lexena was holding onto vehicles for 10 years and would only replace the vehicles if maintenance costs became too high or they were inoperable. As issues would arise, city managers would rush to get the vehicle fixed, find funds to cover the repair and make sure the employee was able to do his or her job. The process of maintaining an aged fleet with high and unpredictable maintenance costs became a grueling task for The City to manage.

THE SOLUTION

Enterprise Fleet Management presented the City of Lenexa with a proactive fleet management program. The solution would replace most of the light-duty vehicles within the first year of partnering with Enterprise, which would provide the city with a newer, more reliable fleet.

"We were skeptical at first because the numbers looked too good to be true. Once we made the choice to work with Enterprise Fleet Management, it was exciting to have a new fleet of vehicles for our employees. When we saw savings over 22% on fuel costs, just by switching to newer vehicles, that alone was worth the change."

- Nick Arena, Asst. Municipal Services Director

By replacing 45 light-duty vehicles in the first year, The City realized immediate operational savings. Enterprise Fleet Management helped acquire vehicles with volume incentives to lower the initial order and reduce the total cost of ownership for the City of Lenexa.

THE RESULTS

The City now offers its employees vehicles that have up-to-date safety features and with overall improved reliability. This has helped improve the satisfaction of the workforce. The partnership has also helped The City standardize its fleet and utilize the best vehicles based on the equipment needed for the job. The program offers flexibility to replace units more frequently, in shorter cycles so it will continue to experience overall savings. With a newer fleet of vehicles, The City of Lenexa experienced a 22% decrease in fuel costs and a 70% decrease in unplanned maintenance expenses. Additionally, the new fleet strategy allows city employees to focus solely on their core responsibilities instead of vehicle maintenance issues.

To learn more, visit efleets.com or call 877-23-FLEET.

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PROGRAM RESOURCES | City of Topeka

SAFETY

- 48% of all vehicles are older than 10 years of age and do not contain the most up to date safety features, such as electronic stability control and airbag standardization and anti-lock brake control.

ACCOUNT MANAGEMENT

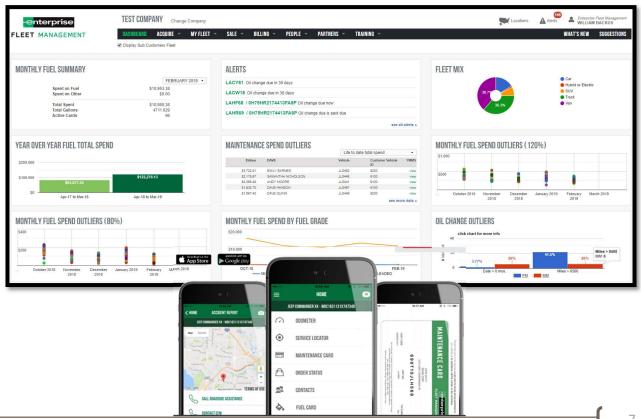
Topeka will have a dedicated, local account team to proactively manage and develop your fleet while delivering the highest level of customer service to facilitate your day-to-day needs.

- Your dedicated Account Manager meets with you 3-4 times at a minimum per year for both financial and strategic planning.
- Your Account Manager will provide on-going analysis this will include most cost-effective vehicle makes/models, cents per mile, total cost of ownership, and fleet replacement analysis.

TECHNOLOGY

Enterprise Fleet Management's website provides vehicle tracking, reporting, and metrics. Our website can be customized to view a wide range of data so that you may have a comprehensive and detailed look at all aspects of your fleet and the services provided. Our Mobile App gives drivers all of the convenience and functionality they need.

- Consolidated Invoices Includes lease, maintenance, and any additional ancillaries
- Maintenance Utilization Review the life-to-date maintenance per vehicle
- Recall Information See which units have open recalls
- License & Registration See which plate renewals are being processed by Enterprise and view status
- Alerts Set customizable alerts for oil changes, lease renewals, license renewals, and billing data
- Lifecycle Analysis See data regarding all transactions for the lifecycle of the entire fleet, with drill-down capability to any specific lease or transaction



LOCAL CURRENT PARTNERS

- Unified Government of Wyandotte County, KS
- Shawnee County, KS
- City of Lenexa, KS
- Geary County, KS
- City of Prairie Village, KS
- City of Independence, MO
- City of Raymore, MO

- City of Branson, MO
- City of Lake Ozark, MO
- City of Jefferson City, MO
- City of Smithville, MO
- State of Missouri
- Leavenworth County, MO
- City of Camdenton, MO

REFERENCES:

Below is a list of three client references including company name, contact person, and telephone number.

1. County: Unified Government of Wyandotte County, KS

Business Phone #: (913) 573-8375

Contact Person: Jeff Miles, Fleet Director

2. City: Shawnee County, KS

Business Phone #: (785) 424-0495

Contact Person: Brent Hulsether, Fleet Manager

3. City: City of Lenexa, KS

Business Phone #: (913) 477-7880

Contact Person: Nick Arena, Municipal Services Director

4. City: City of Prairie Village, KS

Business Phone #: (913) 477-7880

Contact Person: Keith Bredehoeft, Director of Public Works

COOPERATIVES:

SOURCEWELL



enterprise FLEET MANAGEMENT

Estimated Equity from 81 Replacements

City of Topeka - Menu Pricing

Feb-21



Replacements	#	Year	Make	Model	Trim Level
	1	2021	Chevrolet	Traverse	LS FWD
100 units to be replaced round 1	2	2021	GMC	Sierra 1500	Base 4x2 Double 6.6' Bed V6
	3	2021	GMC	Sierra 2500	Base 4x2 Double 6.75' Bed V8

Quantity	Term	Estimated Annual Mileage
23	12	7500
41	12	7500
17	12	7500
81		

Monthly Cost (Lease Rate)*	Full Maintenance**	Annual Cost Including Maintenance	Annual Cost Including Maintenance by Quantity
\$487	\$0	\$5,844	\$134,412
\$398	\$0	\$4,776	\$195,816
\$535	\$0	\$6,420	\$109,140
			\$439,368

MSRP	Invoice	Capitalized Cost	Reduced Book Value	Estimated Resale at Term	Est. Equity at Term	Est. Equity by Quantity	Billed Aftermarket Cost	Est. Lead Time	Quote #
\$35,061	\$33,504	\$27,105	\$22,714	\$29,000	\$5,886	\$135,378	\$0	23-27 weeks	4714848
\$33,282	\$32,142	\$22,642	\$19,142	\$28,500	\$8,958	\$367,278	\$0	13-17 weeks	4714873
\$40,810	\$38,666	\$29,667	\$24,861	\$30,000	\$4,739	\$80,563	\$0	15-19 weeks	4715093
						\$583,219			