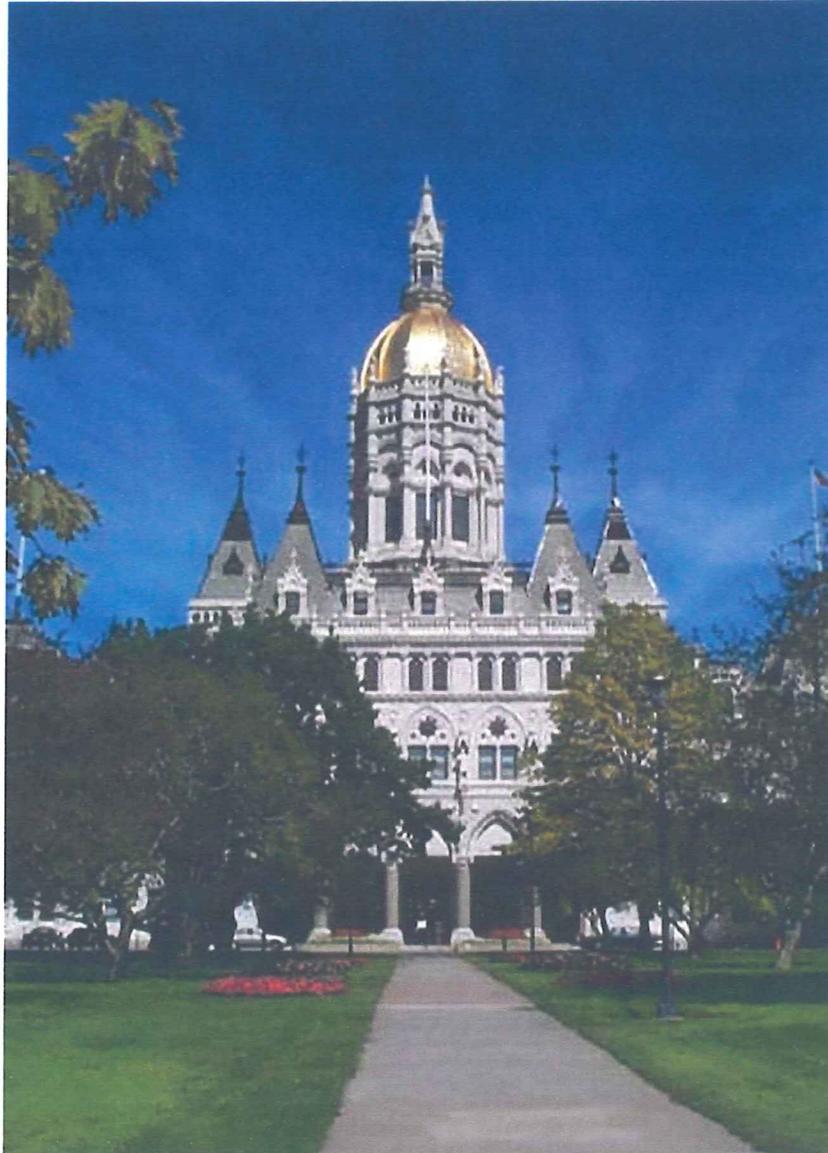


# **ANNUAL REPORT TO THE GOVERNOR**



## **STATE PROPERTIES REVIEW BOARD**

**FY July 1, 2013 – June 30, 2014**

# *STATE PROPERTIES REVIEW BOARD*

## *ANNUAL REPORT – FY 2013-2014*

### *Executive Summary*

The State Properties Review Board was established in 1975 as a watchdog agency charged with reviewing State agency real estate contracts and public works contracts with consulting architects and engineers. The Board's oversight has been cost effective and a deterrent to the abuse of State contracting practices. As a result of Board requirements to modify or cancel proposed contracts, over **\$83,300,000** in savings to the State have been realized since 1975. In Fiscal Year 2014 the Board realized savings to the State in the amount of **\$2,198,118**. During Fiscal Year 2014, the Board approved 290 agency and quasi-public agency proposals. The average review time was approximately 16 calendar days per proposal.

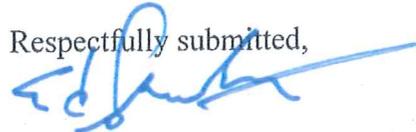
The most significant action affecting the Board over the past few years was the enactment of Public Act 12-189 which authorized up to \$180-Million dollars for DAS to acquire, repair and improve State Buildings and grounds. This effort has allowed DAS to complete the purchase of office buildings located at 50-55 Farmington Avenue, 450 Columbus Boulevard as well as the Morgan Street Parking Garage over the past 24-months. The Board recognizes this collaborative effort between DAS, SPRB and OPM as a milestone achievement for State Government to proactively take advantage of both the depressed real estate market and a favorable construction market environment to ensure long terms savings related to state real estate expenses over the next twenty years. The Board supports the ongoing collaboration between its Staff, OPM and DAS as this group continues to work with various state agencies to complete the planned building renovations for these projects.

The Board and its staff were pleased to actively collaborate with the OPM and DAS to develop a standard lease document for the possible siting of telecommunication facilities on state property. This approach will streamline the contract and negotiation process as well as attempt to standardize the potential income rate for the lease-out of telecommunication towers on state property.

The Board and its staff were also pleased to assist DAS, OPM and the Department of Agriculture with the implementation of new legislation allowing DAS to purchase the "franchise rights" to various shell fish beds along the Connecticut shoreline. The Board was pleased to see such an effective and proactive approach between state agencies to complete this unique transaction in an expedited manner. The completion of this new legislation and transaction will provide a long term benefit to the Department of Agriculture's programs and the shellfish industry for years to come.

The Board appreciates its ongoing opportunity to provide an independent evaluation of various real estate transactions and consultant contracts as proposed by various state agencies. The Board looks forward to continuing to provide this important and cost effective service to the State of Connecticut in the upcoming years.

Respectfully submitted,



STATE PROPERTIES REVIEW BOARD

Edwin S. Greenberg, Chairman

September 24, 2014

## ***INTRODUCTION***

The Connecticut General Statutes, Section 4b-2(1) requires the Commissioner of Administrative Services<sup>1</sup> to submit a report each year to the State Properties Review Board which is to include “all pertinent data on the Agency’s operations concerning realty acquisitions, and the projected needs of the State.” The Board received the DAS Report on September 12, 2014.

Connecticut General Statutes, Section 4b-2(1) also requires the Board to transmit the Department of Administrative Services report with recommendations, comments, conclusions and other pertinent information to the Governor and members of the Joint Standing Committees on Appropriations and Finance of the General Assembly on or before October 1<sup>st</sup> of each year.

Part I herein contains the Board’s comments on the DAS Annual Report for Fiscal Year 2014. Part II is a summary of the Board’s own activities during the past fiscal year and recommendations for the future. The Board will transmit this report to the Governor and Committees in its electronic version and publish the report on its website [www.ct.gov/sprb](http://www.ct.gov/sprb).

## ***PART I. THE DEPARTMENT OF ADMINISTRATIVE SERVICES REPORT, FY 2013-2014***

The Board has reviewed the DAS *Annual Report to the State Properties Review Board for Fiscal Year 2014* (“Report”) and considers it to be a comprehensive representation of the year’s activities at the Department of Administrative Services. The Report generally meets the requirements of Section 4b-2(1) and is historical in perspective.

### ***DAS Report, Section I: State’s Realty Activity***

In Parts A – C of Section I, DAS reports on State leasing activity, acquisitions, sales and land transfers.

Section I, Part A. Property Leased to the State<sup>2</sup>. The DAS report indicates a decrease in leased space from approximately 3.03 million square feet in FY2005 to 2.58 million square feet over a ten year period, which is a decrease of 14.85%. Over the same period, total annual leasing costs have increased by 3.6% from \$43.03 million to \$44.57 million.

The DAS statistics indicate that for FY2014 the square feet of property leased by the State increased 2.00%; the annual cost decreased 0.66%; and the average annual cost per square foot decreased 1.12% over the prior fiscal year.

The tables below summarize State leasing activity as reported by DAS. The Board’s analysis of DAS reported activity is generally consistent with the Board’s records.

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<sup>1</sup> *Agency reorganizations and consolidations affecting the former DPW and DAS took effect July 1, 2011, creating the Department of Construction Services (“DCS”) with respect to construction projects and architect and engineer contracts. As of July 1, 2013, DCS rejoined DAS as the Division of Construction Services.*

<sup>2</sup> *DAS leasing activity does not include property leased by the University of Connecticut, the Department of Labor, or the Department of Transportation.*

**Property Leased to the State as Reported by DAS**

<b>Activity</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>Change</b>	<b>% Change</b>
Property Leased to State (SF)	2,529,379	2,580,158	+50,780	+2.00%
Property Leased to State, Annual Cost	\$44,873,517	\$44,576,651	-\$314,077	-0.66%
Leases, Average Annual Cost in \$/SF	\$17.74	\$17.54	-\$0.20	-1.12%

DAS reports on 35 proposals concerning leases, license agreements and agency relocations reviewed by the Board in FY14. Board statistics indicate approval of DAS proposals as follows: 20 office or warehouse leases, 2 parking leases, 1 holdover agreement, 2 miscellaneous lease amendments for a total of 25 lease related proposals; 3 license agreements; and 8 proposals related to agency relocations.

**DAS Office Lease Agreements, SPRB Approved FY2014**

<b>#</b>	<b>Lease</b>	<b>Agency/Location</b>	<b>Annual Cost</b>	<b>SF</b>	<b>\$/SF</b>
1	13-135	DSS/Danbury	\$232,092	14,643	\$15.85
2	13-150	DCF/Norwalk	\$544,684	23,682	\$23.00
3	13-158	WCC/Norwich	\$212,036	9,638	\$22.00
4	13-164	DDS/Wallingford	\$452,568	27,019	\$16.75
5	13-168	CSL/Hartford	\$357,019	43,806	\$8.15
6	13-216	CHRO/Hartford	\$79,686	4,427	\$18.00
7	13-232	DMV/Danbury	\$173,058	9,889	\$17.50
8	13-235	WCC/Hartford	\$179,532	9,974	\$18.00
9	13-236	DMHAS/Danbury	\$160,312	11,056	\$14.50
10	13-237	Public Defender/Hartford	\$63,646	4,041	\$15.75
11	13-266	WCC/New Haven	\$165,000	8,800	\$18.75
12	13-267	JUD/Hartford	\$320,947	23,223	\$13.82
13	14-021	BEST/Groton Data Center	\$422,880	47,750	\$8.86
14	14-028	JUD/Willimantic	\$80,730	5,980	\$13.50
15	14-075	DCF/Hartford	\$870,205	63,645	\$13.67
16	14-084	JUD/Derby	\$106,922	5,730	\$18.66
17	14-120	JUD/New London	\$115,565	9,150	\$12.63
18	14-129	DRS/Bridgeport	\$127,680	6,080	\$21.00
19	14-130	DMHAS/Old Saybrook	\$31,444	1,854	\$16.96
20	14-147	JUD/Danbury	\$84,926	6,263	\$13.56
<b>Total</b>	<b>20 Leases</b>		<b>\$4,780,932</b>	<b>336,650</b>	<b>\$14.20</b>

In FY 2013, DAS executed 11 office leases for 183,032 SF at an average rate of \$19.55/SF.

Of the 8 agency relocations approved by the Board pursuant to CGS §4b-29, one resulted in \$163,134 in increased annual revenue to the State for subleasing space to the Connecticut Health Insurance Exchange at East River Drive, East Hartford.

Section I Part B. Lease of State Property: Lease-Out Activity.

This section along with Appendix 2 of the Report presents information on 29 leases and license agreements of State realty for the use of second parties reviewed by SPRB, of which 27 were approved. Thirteen of the leases reviewed were approved for State employee housing on the campuses of Connecticut Valley Hospital (Middletown) and Southbury Training School; 7 were approved for not-for-profit businesses/agencies located at State property in Middletown, Norwich and Chester; 2 were approved for municipal purposes in Torrington and Cheshire; 2 were approved for wireless telecommunication facilities; and 3 were approved for parking license agreements.

Section I Part C. Acquisitions, Sales and Transfers.

DAS reports that the Board approved purchase and sale agreements regarding the acquisition of the Morgan Street Garage located at 155 Morgan Street and the purchase of a residential dwelling located at 156 Windham Street, Windham.

The purchase and sale agreement for 556,331 SF Class A office space at 450 Columbus Boulevard received SPRB approval in March 2013; the agreement required that adequate parking be secured for the State's occupancy. This was achieved with the State's acquiring the Morgan Street Garage, 155 Morgan Street, Hartford, which occurred in FY 2014. The garage will provide 2,290 parking spaces. As part of the approval process SPRB reviewed an analysis that concluded that ownership of the Hartford office space at 55 Farmington Avenue, 450 Columbus Boulevard and the Morgan Street Garage would result in significant cost saving when compared to leasing or constructing comparable facilities.

The acquisition of 156 Windham Street is consistent with the ECSU 2008 Master Plan and funded through the CSUS 2020 Land and Property Acquisition Program. The Master Plan calls for the acquisition of residential parcels that are adjacent to campus boundaries so that the campus can expand and establish a street presence for what was originally a "landlocked" campus.

The 2 acquisitions are summarized in the following table.

***DAS State Property Acquisitions, SPRB Approved FY2014***

<i>Item</i>	<i>Location</i>	<i>Description</i>	<i>Purchase Price</i>
13-147 13-175	155 Morgan Street, Hartford	732,164 GSF parking garage with 2,290 car capacity	\$26,572,000
13-263	156 Windham Street, Windham	0.27 acres improved with 1,808 SF single family residence; ECSU Master Plan	\$170,000

DAS reports on 3 sales of State surplus property to second parties, disposed of in accordance with CGS §4b-21.

***DAS State Property Conveyances, SPRB Approved FY2014***

<i>Item</i>	<i>Location</i>	<i>Description/Statutory Authorization</i>	<i>Grantee</i>	<i>Sale Price</i>
13-193	145 Camp Street, Meriden	0.15 acres, 2,642 SF of Gross Living Area; former group home	Peter Macher	\$60,000
13-194	7 Windham Road, Brooklyn	1.19 acres, 2,314 SF of Gross Living Area; former group home	Jason Doubleday	\$67,200
14-097	7 North Street, Litchfield	16,467 SF building on .68 acre site; Former Litchfield County Jail	Russell Barton	\$130,000

In addition, SPRB approved the Legislative Conveyance of approximately 9.19-acres of land from the State of Connecticut to the Shaker Pines Fire District. This conveyance was authorized under PA 12-2 Section 151 and requires that the property be used for fire fighting and educational purposes.

<i>Item</i>	<i>Location</i>	<i>Description/Statutory Authorization</i>	<i>Grantee</i>	<i>Sale Price</i>
14-086	Intersection of Taylor Road & State Route 220, Enfield	9.19 acres of vacant land, PA 12-2	Shaker Pines Fire District	\$500

**Section I. Part D. DCS Consultant Agreements Approved by SPRB.**

The Department of Construction Services was a State agency during FY2013. On July 1, 2013 it became part of DAS as the Division of Construction Services (“DCS”). DCS has provided a table listing 98 contracts approved by the SPRB during FY2014. The SPRB is a watchdog agency charged with reviewing State agency public works contracts with consulting architects and engineers. The following table summarizes DCS consultant contracts approved by the SPRB.

***DCS Consultant Contract Activity***

<i>Activity</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>Change</i>	<i>%Change</i>
“On-Call” Contracts	9	15	+6	+67%
Contract Amendments	16	31	+15	+94%
Commission Letters	16	20	+5	+31%
New Formal Contracts	22	15	-7	-32%
Task Letters	14	17	+3	+21%
<b>Total Reviewed by SPRB</b>	<b>77</b>	<b>98</b>	<b>+21</b>	<b>+27%</b>
<b>Total Contract Value</b>	<b>\$28,323,055</b>	<b>\$31,739,423</b>	<b>\$3,416,368</b>	<b>+12%</b>

In addition, SPRB reviewed and approved one Design-Build Contract. This contract was for the **Central CT State University - New Dormitory Project**.

***DCS Design- Build Contract Activity***

<i>PRB File #</i>	<i>Location</i>	<i>Contractor</i>	<i>Project Name</i>	<i>Contract Value</i>
13-256	Central Connecticut State University	Dimeo Construction Company	CCSU New Dormitory Project	\$67,420,141

***DAS Report, Section II: Projecting the Realty Needs of the State***

Section II refers to the Office of Policy and Management process for developing the State Facility Plan which receives Board review on or before February 15<sup>th</sup> of each odd-numbered year. The current Plan was approved by the Board in March 2013.

This section also discusses the ongoing collaboration between SPRB Staff, OPM Asset Management Staff and DAS Leasing in terms of identifying available State owned space, collapsing leases and planning for future State agency space needs. This Section also refers to space planning for the relocation of employees from 25 Sigourney Street, Hartford and other premises to 450 Columbus Boulevard beginning in 2016. Property acquisitions of two office complexes and the Morgan Street Garage in Hartford were discussed previously. The Report states that DAS Leasing and Property Transfer saved approximately \$1.1 million for the State by collapsing leases, renegotiating renewal rates, and obtaining credits for unneeded carpet and paint.

## ***PART II: STATE PROPERTIES REVIEW BOARD REPORT FISCAL YEAR 2013 - 2014***

### ***SPRB Board Members***

The Board consists of six members, appointed on a bipartisan basis for overlapping four-year terms: three are appointed jointly by the Speaker of the House and the President Pro Tempore of the Senate, and three are appointed jointly by the Minority Leaders of the House and Senate. The six members are as follows:

**Edwin S. Greenberg, Chairman**  
**Bennett Millstein, Vice Chairman**  
**Bruce Josephy, Secretary**

**Mark A. Norman**  
**Pasquale A. Pepe**  
**John P. Valengavich**

### ***Statutory History***

The State Properties Review Board was established by Public Act 75-425; most of the governing Statutes are in Chapters 59 and 238 of the Connecticut General Statutes. The Board was established as an independent agency that provides oversight for the Legislature of real estate transactions and related consultant contracts proposed by the Executive Branch.

The 2009 State Budget provided for an appropriation for the State Properties Review Board as a function of the Department of Administrative Services. Implementing legislation P.A. 09-7, effective October 2009, completed the consolidation of the Board into the Department of Administrative Services. The Board retains its independent decision making authority.

### ***SPRB Duties and Objectives***

The Board is required by Statute to provide oversight of State real estate activities involving the acquisition, development and assignment or leasing of real estate for housing the personnel, offices or equipment of agencies of the State. The Board approves transactions that involve the lease or sale of surplus real estate by DAS, Transportation and other State agencies and approves the acquisitions of farms in fee simple and agricultural development rights proposed by Department of Agriculture. The Board also reviews and approves contracts with consultants for major capital projects prior to their employment by the Department of Construction Services.

The Department of Developmental Services has the authority to lease group homes of less than 2,500 gross square feet and submit these leases directly to the Board. Leases for office space needed by the Department of Labor are examined, and the Connecticut Marketing Authority also submits leases directly to the Board for land and wholesale/distribution space located at the Connecticut Regional Market in Hartford. The Board reviews realty transactions required by Special or Public Acts of the General Assembly. In FY 2014, seven different State agencies submitted real estate proposals and/or consultants' contracts for capital development projects to the Board.

The Board is also required to hear appeals by any aggrieved party concerning the amount of compensation paid by Transportation for the acquisition of outdoor advertising structures, and regulations have been adopted concerning procedures for hearing the appeals.

## ***SPRB STATISTICAL SUMMARY, FISCAL YEAR 2014***

Pursuant to Section 4-67m of the General Statutes, the Board's annual report for the fiscal year ending June 30, 2014 addresses the following four program measures:

- Number of agency proposals reviewed and processed;
- Average calendar days to process and review proposals;
- Savings to the State as a result of Board actions; and
- Statutory recommendations.

Tables I and II included at the end of this report cover the first three program performance measures; a summary of each table follows.

### ***Number of Proposals Reviewed and Review Time***

**Table I, State Properties Review Board, Annual Statistics, Summary** contains a statistical summary of 290 agency proposals reviewed by the Board in FY 2014. Average review time during the fiscal year is 15.92 calendar days per proposal, including weekends and holidays. The corresponding statistics for FY 2013 were 295 proposals with an average review time of 16.77 calendar days per contract.

Sections 4b-23(c) and (i) of the General Statutes require the Board to accept, reject or request the modification of leases submitted by DAS within 90 days of receipt and within 30 days if the proposal is a consultant contract made by DCS. The Board complied with applicable Statutes regarding review time in FY 2014.

### ***Savings to the State as a Result of SPRB Actions***

**Table II, State Properties Review Board Savings Report** shows that the Board realized savings to the State in the amount of **\$2,198,118** in FY 2014. These savings are 604% of the Board's total annual operating budget expenditures of **\$363,748**. For FY 2013 savings were \$552,934 or 142% of the total operating budget of \$390,088.

Total savings achieved on behalf of the State over the 39 years that have elapsed since the Board's inception are over **\$83.6 Million** which exceeds **678%** of the Board's cumulative operating budget totaling approximately **\$12.3 Million** during the same period.

Average annual processing cost for the 19,117 proposals reviewed over 39 years is **\$646** per contract in contrast to annual cash savings of **\$4,375** per contract.

The Board's objective is to realize annual savings in excess of its annual operating budget whenever indicated and feasible. During the past five fiscal years, savings to the State have exceeded operating budget expenditures by over **\$2.3 Million**; and during the past ten fiscal years savings have exceeded expenditures by over **\$11.1 Million**.

## ***RECOMMENDATIONS***

### ***1. Broadening the Oversight Role of SPRB***

The State Properties Review Board believes that additional savings to the State might be realized by broadening the Board's authority. Pursuant to CGS 4b-3 the Board is comprised of individuals with various backgrounds and experiences such as "architecture", "building construction" and "state facility management" as such the Board's role in evaluating and reviewing additional contracts can only enhance and ensure a more positive and efficient process and outcome for the State. The Board would recommend possible revisions to CGS 4b-23(i) whereas all consultant contracts exceeding \$100,000 would be subject to the Board's review versus various thresholds for different agencies and branches of government. Since the Board's current process and meeting schedule are already established based on other statutory requirements, it is expected that any expansion of the Board's authority would not have any additional financial impact to the State but could realize further savings. It is also anticipated that any extension of the Board's authority can be accomplished within existing budget allocations. The Board's authority could also be expanded to standardize agency procedures for various transactions and include branches of government which are not currently under SPRB's statutory purview.

### ***2. Reducing Leased Space & Purchasing State Office Space***

The Board has been very supportive and complimentary of the ongoing collaborative efforts between DAS, SPRB Staff and OPM to evaluate and purchase various real estate assets. The Board considers this a milestone achievement for State Government to proactively take advantage of both the depressed real estate market and a favorable construction climate to ensure long terms savings related to state real estate expenses over the next twenty years. The Board encourages DAS and OPM to continue to evaluate the feasibility of purchasing real estate assets to replace leased properties. Additionally, the Board recommends a comprehensive effort to identify under-utilized State owned space that can be used to decrease the need to lease properties.

### ***3. Lease Compliance***

The Board encourages DAS to take a more proactive role in lease compliance. Numerous State leases require the landlord to complete specific tenant improvements, payment of some utility expenses and to provide certain building services on an ongoing basis. Most leases also require repainting and new carpet at defined intervals. The Board recommends that DAS evaluate the possibility of providing additional staff solely dedicated to this purpose. It is the Board's opinion that the State needs to take a more proactive role in ensuring that landlords comply with the contractual lease terms and that potential credits for waiving items such as painting, carpet replacement or certain other tenant improvements are identified early in the process to ensure that the State is getting compensated with a fair and equitable credit.

**TABLE I**

**State Properties Review**  
**Annual Statistics, Summary - F.Y. 2014**  
**July 1, 2013 to June 30, 2014**

<u>Category</u>	<u>Contract Type</u>	<u>Count</u>	<u>Agency Processing Days Prior to SPRB Average</u>	<u>SPRB Days to Review Average</u>
<b>Department of Transportation</b>				
	Acquisition	60	234.55	14.60
	Agreement	1		16.00
	Assignment	1	272.00	15.00
	Conveyance of Property	1	386.00	12.00
	Easement Agreement	2	450.00	12.50
	Lease-Out	8	538.00	19.75
	Legislative Act	4	676.25	17.00
	License Agreement	1	170.00	13.00
	Release	1	294.00	18.00
	Release of Easement	3	247.00	13.33
	Sale	21	742.14	14.86
	TOD Agreement	1	244.00	3.00
	Town Road Release	5	87.40	18.00
	Voucher	1	82.00	16.00
	<b>Total</b>	<b>110</b>	<b>365.39</b>	<b>15.11</b>
<b>Department of Agriculture</b>				
	Purchase of Development Rights	6	515.83	30.67
	Lease-Out	2	330.00	21.00
	<b>Total</b>	<b>8</b>	<b>469.38</b>	<b>28.25</b>
<b>Department of Labor</b>				
	Lease	1	138.00	12.00
<b>Connecticut Lottery Corporation</b>				
	Lease	2	266.00	11.00
<b>Department of Administrative Services</b>				
	Assignment	4	111.75	12.50
	Lease	25	434.48	18.88
	Lease-Out	24	206.21	16.54
	License Agreement	5	571.00	16.00
	Mandated Transfer	1	644.00	20.00
	Memo of Understanding	5	74.60	17.40
	Purchase and Sale	6	626.50	12.00
	<b>Total</b>	<b>70</b>	<b>341.27</b>	<b>16.83</b>
<b>Department of Construction Services</b>				
	"On-Call"	15	239.40	14.67
	Amendment/Commission Letter	31	88.23	14.87
	Commission Letter	19	83.95	16.05
	New Contract	16	439.25	15.50
	Task Letter	17	117.18	15.65
	<b>Total</b>	<b>98</b>	<b>172.87</b>	<b>15.31</b>
<b>Department of Energy &amp; Environmental Protection</b>				
	Grant of Easement	1	955.00	17.00
<b>Grand Total / Averages:</b>		<b>290</b>	<b>297.94</b>	<b>15.92</b>

**TABLE II**

**STATE PROPERTIES REVIEW BOARD  
SAVINGS REPORT**

Calculated Savings to the State as a Result of the Board's Actions (from 1/1/77) compared with Budgets Expended to Date:

<u>FISCAL YEAR</u>	<u>SAVINGS</u>	<u>SAVINGS AS A % OF BUDGET</u>	<u>BUDGET EXPENDED</u>
1975-1976	No Records Kept		\$ 48,183.00
1976-1977	\$ 274,862.61	322%	85,333.00
1977-1978	1,271,948.94	987%	128,930.00
1978-1979	282,083.22	215%	131,269.00
1979-1980	1,865,227.18	1245%	149,820.00
1980-1981	1,379,432.96	828%	166,664.00
1981-1982	5,765,518.06	3506%	164,461.00
1982-1983	291,858.96	156%	187,329.00
1983-1984	528,025.57	267%	197,919.00
1984-1985	933,614.09	442%	211,242.00
1985-1986	3,887,739.68	1587%	244,932.00
1986-1987	2,112,558.76	714%	295,753.00
1987-1988	178,003.12	57%	313,768.00
1988-1989	1,251,410.00	420%	297,926.00
1989-1990	2,310,078.00	731%	315,801.00
1990-1991	1,018,197.99	384%	265,320.00
1991-1992	4,010,157.28	1540%	260,436.00
1992-1993	2,305,368.00	749%	307,926.00
1993-1994	10,428,139.07	2989%	348,893.00
1994-1995	2,150,337.56	665%	323,592.00
1995-1996	1,412,446.50	412%	342,995.00
1996-1997	736,347.54	206%	357,559.00
1997-1998	1,224,877.00	319%	384,379.00
1998-1999	981,993.28	223%	441,332.00
1999-2000	1,619,238.50	336%	481,484.00
2000-2001	3,143,291.93	640%	491,416.00
2001-2002	1,617,272.00	312%	518,968.00
2002-2003	14,675,146.84	3342%	439,088.00
2003-2004	797,391.40	204%	391,169.00
2004-2005	1,236,714.80	284%	435,571.00
2005-2006	914,362.34	210%	435,025.00
2006-2007	909,525.52	203%	447,402.00
2007-2008	794,968.20	173%	458,480.00
2008-2009	7,211,075.00	1557%	463,073.00
2009-2010	89,276.00	28%	318,839.00
2010-2011	785,752.16	230%	341,374.00
2011-2012	486,703.63	125%	388,544.00
2012-2013	552,934.00	142%	390,088.00
2013-2014	2,198,118.00	604%	363,748.00
<b>TOTAL</b>	<b>\$83,631,995.69</b>	<b>678%</b>	<b>\$12,336,031.00</b>