

# **ANNUAL REPORT TO THE GOVERNOR**



## **STATE PROPERTIES REVIEW BOARD**

**FY July 1, 2011 – June 30, 2012**



STATE OF CONNECTICUT  
STATE PROPERTIES REVIEW BOARD  
165 Capitol Avenue, Room #123  
Hartford, Connecticut 06106



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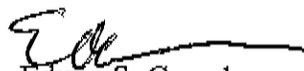
September 27, 2012

TO: Honorable Dannel P. Malloy  
Governor

FROM: Edwin S. Greenberg, Chairman

SUBJECT: STATE PROPERTIES REVIEW BOARD'S 2011-2012 ANNUAL REPORT

We submit herewith the Annual Report of the State Properties Review Board for the 2011-2012 Fiscal Year.

  
Edwin S. Greenberg  
Chairman

ESG/mg  
Attachment

cc: Hon. Nancy Wyman, Lieutenant Governor  
Sen. Donald E. Williams, Jr., President Pro Tempore of the Senate  
Rep. Christopher G. Donovan, Speaker of the House  
Sen. Martin M. Looney, Senate Majority Leader  
Sen. John McKinney, Senate Minority Leader  
Rep. J. Brendan Sharkey, House Majority Leader  
Rep. Lawrence F. Cafero, Jr., House Minority Leader  
Sen. Toni Nathaniel Harp, Chairman, Appropriations Committee  
Rep. Toni E. Walker, Chairman, Appropriations Committee  
Sen. Robert J. Kane, Ranking Member, Appropriations Committee  
Rep. Craig A. Miner, Ranking Member, Appropriations Committee  
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Rep. Patricia M. Widlitz, Chairman, Finance, Revenue & Bonding Committee  
Sen. Andrew W. Roraback, Ranking Member, Finance, Revenue & Bonding Committee  
Rep. Sean J. Williams, Ranking Member, Finance, Revenue & Bonding Committee  
Sen. Gayle S. Slossberg, Chairman, Government Administration & Elections Committee  
Rep. Russell A. Morin, Chairman, Government Administration & Elections Committee  
Sen. Michael A. McLachlan, Ranking Member, Government Administration & Elections Committee  
Rep. Tony Hwang, Ranking Member, Government Administration & Elections Committee  
Hon. Donald J. DeFronzo, Commissioner, Department of Administrative Services  
Hon. Pasquale Salemi, Deputy Commissioner, Department of Construction Services  
Hon. Benjamin Barnes, Secretary, Office of Policy and Management  
Collection Management Unit, Connecticut State Library

# ***STATE PROPERTIES REVIEW BOARD***

## **ANNUAL REPORT – FY 2011-2012**

### ***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 **\$80,800,000** in savings to the State have been realized since 1975. In Fiscal Year 2012 the Board realized savings to the State in the amount of **\$486,703.63**. During Fiscal Year 2012, the Board approved 311 agency and quasi-public agency proposals. The average review time was approximately 15 calendar days per proposal.

The most significant action affecting the Board over this past year continued to be the ongoing implementation of *Public Act 11-51* which dissolved the Department of Public Works and split the functions of the agency between the Department of Administrative Services ("DAS") and the newly created Department of Construction Services ("DCS"). The Board continues to recognize this Public Act as a positive for the State and its ability to establish similar working functions under the umbrella of DAS thus creating more efficiency in State government. The Board and its staff continued to actively collaborate with DAS and its various working units to create more efficiencies and reliable outcomes for the various submittals provided to the Board.

The Board's staff, DAS and OPM continues to be actively engaged in initiatives to further streamline the process and more effectively operate between agencies. The establishment of a bi-weekly working group continued to discuss the status of projects, submittals and reviews. This collaborative process has caused for the reduction of administrative returns, minimized delays to due to processing errors and subsequently has reduced the time required for the Board to complete reviews by approximately 15%. The Board's staff continues to partner with OPM and DAS on the implementation of a secured Sharepoint Software site. This approach will allow these agencies to electronically share and discuss files during each agency's respective review role and as such eliminate and reduce the amount of paper copies, transmittals and document revisions generated during the approval process.

Lastly, the Board is encouraged by DAS's ongoing efforts to take advantage of the depressed real estate market by exploring the possible purchase of additional real estate assets. The Board finds it encouraging that DAS is actively implementing the Board's ongoing recommendation to collapse leases for state agency space. The Board looks forward to collaborating with DAS on these potential long term savings to the State when evaluating various lease terminations and the subsequent consolidation of various agencies within real estate assets owned by the State.

Respectfully submitted,



STATE PROPERTIES REVIEW BOARD

Edwin S. Greenberg, Chairman

September 27, 2012

## ***INTRODUCTION***

The Connecticut General Statutes, Section 4b-2(a) as amended by P.A. 11-151 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, the projected needs of the State and recommendations for statutory changes which may be appropriate.” Pursuant to Public Act 12-205, DAS will no longer be required to provide “*recommendations for statutory changes which may be appropriate*” as this is typically accomplished during the legislative session. These recommendations are also discussed amongst OPM, DAS and SPRB on an ongoing basis.

Connecticut General Statutes, Section 4b-2(a) 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 2012. 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 2011-2012***

The Board has reviewed the DAS *Annual Report to the State Properties Review Board for Fiscal Year 2012* (“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(a). The Report is historical in perspective. The Report also acknowledges PA 12-189 which the General Assembly enacted to authorize up to \$180-Million Dollars for DAS to “*acquire, repair and approve state buildings and grounds.*” The Board and its staff continues to collaborate with DAS and OPM on this endeavor and continues to support DAS in its goal of reducing the State’s overall cost of occupancy. The Board looks forward to continued cooperation with DAS as these initiatives are further developed and implemented.

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

In Parts A – D of Section I, DAS reports on State owned land, buildings and leasing activity.

In Section I Part A. State-Owned Property, DAS reported on State land holdings as of October 1, 2011 showing an increase in land owned by the State of 1,171 acres, of which 624 acres is due to DEEP land acquisitions. The comparison between the last two DAS Annual Reports appears below.

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<sup>1</sup> *Agency reorganizations and consolidations affecting the former DPW and DAS took effect July 1, 2011. As such, this report will refer to DAS with respect to real estate and leasing functions, and the new Department of Construction Services (“DCS”) with respect to construction projects and architect and engineer contracts.*

**State Owned Land**

<b>Custodial Agency</b>	<b>Acres, 2012</b>	<b>Acres, 2011</b>	<b>Acres, Change</b>
Energy & Environmental Protection	235,969	235,345	624
Higher Education Facilities	5,741	5,746	(-5)
Transportation	5,342	5,342	0
Corrections	3,021	3,021	0
Military	2,509	2,509	0
Mental Health & Addiction	1,105	1,105	0
Dept. of Developmental Services	1,899	1,899	0
All Other State Agencies	3,460	2,908	552
<b>Total</b>	<b>259,046</b>	<b>257,875</b>	<b>1,171</b>

DAS indicates that the information provided in the Report on acreage of State owned land is obtained from the Office of the State Comptroller.

Statistics regarding State-owned building floor area have not been updated since Fiscal Year 2010; consequently DAS reported floor area remained constant at a total of 59,666,692 gross square feet in 3,780 structures. The largest category of building space remains the floor area attributable to education, including the University of Connecticut and the Connecticut State University System, the Community Technical Colleges and the Community Technical High School System, with a total of 31,165,921 gross square feet.

**State Realty Activity as Reported by DAS**

<b>Activity</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Change</b>	<b>% Change</b>
State Owned Property (Acres)	257,875	259,046	1,171	0.45%
State Owned Building Floor Area (SF)	59,666,692	59,666,692	0	0.00%
Property Leased to State (SF)	2,641,153	2,596,144	-45,009	-1.70%
Property Leased to State, Annual Cost	\$44,719,567	\$45,187,594	\$468,027	1.05%
Leases, Average Annual Cost in \$/SF	\$16.93	\$17.41	\$0.48	2.83%

The table above summarizes State realty activity as reported by DAS. The Board's analysis of DAS reported activity is generally consistent with the Board's records. The DAS report acknowledges that the square feet of property leased by the State declined 1.70%, while the annual cost increased by 1.05% and the average annual cost per square foot increased 2.83% over the past fiscal year.

Section I Part B of the Report discusses twenty-seven (27) Board approved lease transactions, which included nineteen (19) office/parking leases for 217,513 net usable square feet (nurf) at an average rate of \$17.05/nurf and three (3) parking only leases. The Board's own statistical records are in general agreement with DAS and show positive action on nineteen (19) office space lease submittals for 217,513 nurf with an annual base rental cost of \$3,708,379 (\$17.05/nurf). In addition, the Board reviewed and approved three (3) parking only license agreements, one (1) utility easement agreement, two (2) "hold-over" agreements and two (2) "tenant improvement" credits via lease amendments. This comprised a total of twenty-seven (27) real estate lease transactions which is consistent with DAS

records. The Board also approved eight (8) state agency real estate assignments pursuant to CGS 4b-29.

In Section I Part C DAS reports that the Board approved the acquisition of one (1) property and the subsequent conveyance of five (5) property sales or transfer actions. The Board's own statistical records are in general agreement with this. The acquisition activity was a gift of real property to Eastern Connecticut State University pursuant to CGS 10a-150. The Board approved the sale of two (2) properties which had been deemed surplus by the State and disposed pursuant to CGS 4b-21. The Board also approved one (1) amendment to a purchase and sale agreement for the former Norwich State Hospital site in Preston and one (1) deed correction to property previously conveyed at the former Fairfield Hills Facility in Newtown.

Section I Part D details lease activity of State-owned facilities DAS reports three (3) leases approved by the State Properties Review Board for the use of second parties. The Board's own statistical records show approval of five (5) real estate lease-outs and one (1) parking license agreement.

Previously, SPRB had received information from the Department of Public Works now known as the Department of Construction Services ("DCS") concerning consultant selection and construction activity. This report was previously required under CGS 4b-2(a). Since the legislative approval of Public Act 11-151, the obligation of reporting activity has been revised to solely encompass the Department of Administrative Services. As such, DAS has fulfilled its statutory obligation to provide a report on state real estate activity to SPRB. The Board understands that DCS intends to provide SPRB a gratuitous report in the near future. Furthermore, the Board understands that the report will be consistent with the previous CGS 4b-2(a) guidelines that were the requirements of the former Department of Public Works submittal. Therefore, this section of the report shall only provide information that is available from SPRB statistics and will not evaluate DCS contract data as accomplished in previous reports.

The following table summarizes construction contracting and claims settlement activity from the SPRB files:

Activity	FY 2011	FY 2012	%Change
<b>Construction Contracts Awarded</b>			
"Informal" (less than \$500,000)	8	Not Reported	
Value	\$1,592,440	Not Reported	
"Formal" Contracts	12	Not Reported	
Value	\$26,723,021	Not Reported	
Design Build/CMR with GMP	2	Not Reported	
Value	\$351,596	Not Reported	
Total Awarded	22	Not Reported	
Total Value Contracts Awarded	\$28,667,057	Not Reported	
<b>Special Projects Activity</b>			
# Projects Undertaken	295	Not Reported	
Value	\$43,676,393	Not Reported	
<b>Construction Projects Completed</b>			
# Completed	18	Not Reported	
Original Value	\$168,839,182	Not Reported	
Value of Change Orders	\$13,468,184	Not Reported	

Completed Value	\$18,167,367	Not Reported	
Cost Increase of Change Orders	8.00%	Not Reported	
# of Change Orders Issued	1,304	Not Reported	
<b>Consultant Contract Activity</b>			
# Approved by SPRB	72	99	38%
Value	\$27,152,362	\$39,020,630	43%
<b>Claims Settlement</b>			
# of Claims Settled	0	Not Reported	
Claim Amount	N/A	Not Reported	
Settlement Amount	N/A	Not Reported	
Reduction	N/A	Not Reported	
%Reduction	N/A	Not Reported	

### ***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 next Plan is scheduled to be presented by OPM to the Board for approval in February 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. Furthermore, this section discusses DAS's ongoing initiative to "right-size the space needs of state agencies and offices, obtain necessary space for the best value possible and dispose of surplus state properties in a manner that is more fiscally advantageous to the state." This Section also refers to Public Act 12-189, which was approved by the General Assembly, authorizing up to \$180-Million dollars for the acquisition, repair and improvement to state buildings and grounds.

### ***PART II: STATE PROPERTIES REVIEW BOARD REPORT FISCAL YEAR 2011 - 2012***

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

The Board consists of six members, appointed on a bi-partisan 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:

<b>Edwin S. Greenberg, Chairman</b>	<b>Mark A. Norman</b>
<b>Bennett Millstein, Vice Chairman</b>	<b>Pasquale A. Pepe</b>
<b>Bruce Josephy, Secretary</b>	<b>John P. Valengavich</b>

#### ***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 2012, eight 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 2012***

Pursuant to Section 4-67m of the General Statutes, the Board's annual report for the fiscal year ending June 30, 2012 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 311 agency proposals reviewed by the Board in FY 2012. Average review time during the fiscal year is 14.96 calendar days per proposal, including weekends and holidays. The corresponding statistics for FY 2011 were 294 proposals with an average review time of 18.5 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 2012.

### ***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 **\$486,703.63** in FY 2012. These savings are **125%** of the Board's total annual operating budget expenditures of **\$388,544**. For FY 2011 savings were **\$785,752.16** or **230%** of the total operating budget of **\$341,374**.

Total savings achieved on behalf of the State over the 37 years that have elapsed since the Board's inception are over **\$80.8 Million** which exceeds **690%** of the Board's cumulative operating budget totaling approximately **\$11.6 Million** during the same period.

Average annual processing cost for the 18,532 proposals reviewed over 37 years is **\$625** per contract in contrast to annual cash savings of **\$4,364** 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 **\$7.3 Million**.

### ***RECOMMENDATIONS***

#### ***1. Property Leased to the State: Improving the Process***

The State Properties Review Board continues to recommend improvements to the DAS process for leasing real estate. Currently, the Board's staff is actively participating within a Working Group that continues to discuss and apply a "*Lean Process*" to improve the culture surrounding State leasing. The goal is to identify and alter barriers that make the current leasing process inefficient, and then collectively work to improve the process.

Rather than iterating specific recommendations concerning the lease process in this report, the Board and its Staff will continue to collaborate with DAS and OPM to develop joint recommendations for process improvement.

The Board cannot over emphasize the necessity for process improvement. The lengthy process appears to prevent the State from realizing immediate savings that should be achieved during the current economic recession, when commercial rental rates are declining. It should be noted that SPRB records indicate that the average DAS real estate transaction processing time to SPRB in FY 2012 was 392 days as compared to 334 days in FY 2011; an increase of 58 days. Regarding expired lease agreements being held over from month to month, it would be cost effective to negotiate leases based on current market rental rates.

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

Given that the value of commercial properties is in decline, and because leases to State agencies typically include the amortization of extraordinary improvements as additional rent, the discounted value of such rents may exceed the cost to finance the purchase of comparable space. The Board encourages DAS and OPM to continue to evaluate the feasibility of purchasing office properties 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. Review & Oversight of State Property Management Contracts***

Once again the Board recommends that additional savings to the State might be realized by giving the Board authority to review property management contracts. Since 2005, the State has awarded contracts for the management of over 30 facilities. These contracts have a total value of over \$100-Million dollars. Pursuant to CGS 4b-3 the Board is comprised of individuals experienced in “architecture”, “building construction” and “state facility management” as such the Board’s role in evaluating and reviewing these contracts can only enhance and ensure a more positive and efficient process and outcome for the State.

### ***4. 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.

### ***5. Department of Construction Services Reporting Requirement***

The Board requests that DAS and DCS endeavor to modify CGS 4b-2(a) to once again require that the Department of Construction Services provide the Board an annual report no later than September 1<sup>st</sup> of each year detailing the State’s construction activity, professional services contracts, change orders, claims and completed projects.

**TABLE I****State Properties Review Board***Annual Statistics, Summary - F.Y. 2012**7/1/2011 to 6/30/2012*

<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	78	516.88	15.01
	Easement Agreement	2	631.00	18.50
	Lease-Out	12	585.25	19.75
	Legislative Act	5	275.20	15.20
	Release	1	279.00	20.00
	Release of Easement	1	273.00	7.00
	Sale	34	734.88	16.03
	Town Road Release	17	178.41	14.94
	<b>RE Total</b>	<b>150</b>	<b>523.66</b>	<b>15.65</b>
<b>Department of Agriculture</b>				
	Purchase of Development Rights	7	484.86	16.00
<b>Department of Labor</b>				
	Lease	1	113.00	24.00
<b>Connecticut Lottery Corporation</b>				
	Lease	2	22.00	7.00
<b>Department of Administrative Services</b>				
	Assignment	8	44.00	11.13
	Conveyance of Property	1	154.00	18.00
	Easement To	1	380.00	8.00
	Lease	22	551.14	17.45
	Lease-Out	6	192.33	22.33
	Legislative Act	2	308.00	4.50
	License Agreement	3	711.67	10.33
	Purchase and Sale	3	379.67	7.00
	<b>RE Total</b>	<b>46</b>	<b>392.50</b>	<b>15.09</b>
<b>Department of Construction Services</b>				
	"On-Call"	36	227.06	12.67
	Amendment/Commission Letter	16	149.50	18.56
	Commission Letter	17	172.47	14.18
	Easement Agreement	1	203.00	10.00
	New Formal Contract	10	582.30	14.60
	Task Letter	19	112.89	13.16
	<b>AE Total</b>	<b>99</b>	<b>218.88</b>	<b>14.14</b>
	Easement Agreement	1	48.00	3.00
	<b>Total</b>	<b>100</b>	<b>217.17</b>	<b>14.03</b>

# *State Properties Review Board*

*Annual Statistics, Summary - F.Y. 2012*

*7/1/2011 to 6/30/2012*

<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 Energy &amp; Environmental Protection</b>				
	Easement Agreement	1	343.00	14.00
	Lease-Out	1	653.00	14.00
	Legislative Act	2	303.00	12.50
	<b>RE Total</b>	<b>4</b>	<b>400.50</b>	<b>13.25</b>
<b>Other</b>				
	Deed	1	204.00	7.00
<b>Grand Total / Averages:</b>		<b>311</b>	<b>397.68</b>	<b>14.96</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</u> <u>YEAR</u>	<u>SAVINGS</u>	<u>SAVINGS AS A</u> <u>% OF BUDGET</u>	<u>BUDGET</u> <u>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
<b>TOTAL</b>	<b>\$ 80,880,943.69</b>	<b>698%</b>	<b>\$ 11,582,195.00</b>