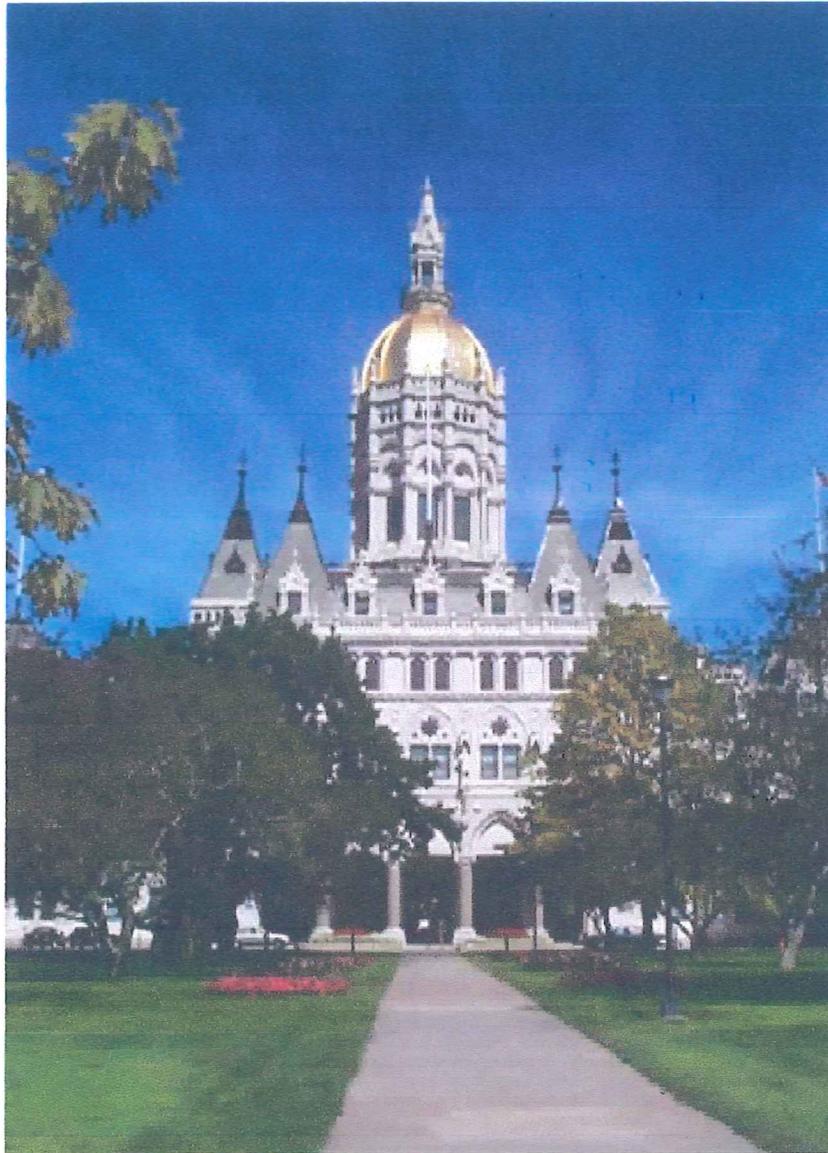


ANNUAL REPORT TO THE GOVERNOR



STATE PROPERTIES REVIEW BOARD

FY July 1, 2014 – June 30, 2015

STATE PROPERTIES REVIEW BOARD

ANNUAL REPORT – FY 2014-2015

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 **\$84,000,000** in savings to the State have been realized since 1975. In Fiscal Year 2015 the Board realized savings to the State in the amount of **\$446,152**. During Fiscal Year 2015, the Board approved 291 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. The Board was pleased to see the completion of the 50-55 Farmington Avenue Project on schedule and under budget for the relocation of the DAS Bureau of Enterprise Systems and Technology ("BEST") as well as the Department of Social Services. 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 the 450 Columbus Boulevard and Morgan Street Garage Projects. The Board also looks forward to the initiation of the State Office Building Renovation Project and the associated cost savings in general facility operating expenses and reduction of leased space through these long term building investments.

The Board and its staff were pleased to actively collaborate with the OPM and DAS to begin an evaluation of the energy efficiency goals for lease space outlined in the State Facilities Plan pursuant to CGS 4b-23(e). It is the goal of all stakeholders to both reduce energy consumption and utility expenses at these leased locations.

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 28, 2015

INTRODUCTION

The Connecticut General Statutes, Section 4b-2(1) requires the Commissioner of Administrative Services¹ 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 24, 2015.

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 1st of each year.

Part I herein contains the Board’s comments on the DAS Annual Report for Fiscal Year 2015. 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.

PART I. THE DEPARTMENT OF ADMINISTRATIVE SERVICES REPORT, FY 2014-2015

The Board has reviewed the DAS *Annual Report to the State Properties Review Board for Fiscal Year 2015* (“Report”) and considers it to be a comprehensive representation of the year’s activities at the Department of Administrative Services. The Report is generally consistent with 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 State². The DAS report indicates a decrease in leased space from approximately 3.00 million square feet in FY2006 to 2.51 million square feet over a ten year period, which is a decrease of 16.33%. Over the same period, the total annual leasing costs have increased by 1.06% from \$43.316 million to \$43.778 million. The average cost per/sf of leased space in 2006 was \$14.45/SF; this increased to \$17.47/SF for FY 2015, which is an increase of 2.09% per year.

The DAS statistics indicate that for FY2015 the square feet of property leased by the State decreased 2.87%; the annual cost decreased 1.79%; and the average annual cost per square foot increased 1.10% over the prior fiscal year.

¹ *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.*

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

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.

Property Leased to the State as Reported by DAS

Activity	FY 2014	FY 2015	Change	% Change
Property Leased to State (SF)	2,580,159	2,506,069	-74,090	-2.87%
Property Leased to State, Annual Cost	\$44,576,651	\$43,778,306	-\$798,345	-1.79%
Leases, Average Annual Cost in \$/SF	\$17.28	\$17.47	+\$0.19	+1.10%

DAS reports on 34 proposals concerning leases, license agreements and agency relocations approved by the Board in FY15. Board statistics indicate approval of 35 DAS proposals as follows: 20 office or warehouse leases, 1 holdover agreement, 4 miscellaneous lease amendments for a total of 25 office lease related proposals (see table, below); also 3 parking lot license agreements; 2 DMV satellite office license agreements; and 5 proposals related to agency relocations.

DAS Office Lease Agreements, SPRB Approved FY 2015

#	PRB #	Item	Agency/Location	Annual Cost	SF	\$/SF
1	14-167	Holdover Agreement	DSS/Hartford	\$967,737	72,544	\$13.34
2	14-170	New Lease	DOC/Hartford	\$306,978	19,805	\$15.50
3	14-192	Amendment/Renewal	JUD/East Hartford	\$158,297	8,712	\$18.17
4	14-211	Lease Renewal	JUD/Rocky Hill	\$199,623	22,762	\$8.77
5	14-212	Amendment/Renewal	JUD/Putnam	\$47,944	2,721	\$17.62
6	14-213	Amendment/Renewal	JUD/Putnam	\$77,982	4,563	\$17.09
7	14-215	New Lease	DORS/East Hartford	\$26,003	1,116	\$23.30
8	14-223	Amendment/Renewal	DRS/Bridgeport	\$108,989	5,785	\$18.84
9	14-242	New Lease	DORS/Windsor	\$441,584	33,968	\$13.00
10	14-243	New Lease	DSS/Windsor	\$623,181	47,937	\$13.00
11	14-263	New Lease	DSS/Middletown	\$430,576	26,497	\$16.25
12	14-273	Service Amendment	BEST/Groton			
13	14-293	New Lease	DDS/ East Hartford	\$528,900	32,628	\$16.21
14	14-295	Revision	Same terms as #14-167			
15	14-314	New Lease	Same terms as #14-192			
16	14-317	New Lease	JUD/Vernon	\$40,806	2,378	\$17.16
17	15-015	Parking Amendment	OAG/OC/OT, Hartford			
18	15-055	Amendment/Renewal	JUD/Vernon	\$28,821	4,014	\$7.18
19	15-057	New Lease	JUD/New Haven	\$213,293	15,718	\$13.57
20	15-065	Lease Renewal	WCC/Bridgeport	\$146,096	9,131	\$16.00
21	15-077	New Lease	DCF/Meriden	\$364,556	19,856	\$18.36
22	15-091	Amendment	DDS/Willimantic	\$113,009	8,693	\$13.00
23	15-103	New Lease	JUD/Hartford	\$169,555	10,939	\$15.50
24	15-123	Amendment	DCF/Hartford	\$993,700	72,692	\$13.67
25	15-135	Amended Legal Desc	JUD/Willimantic			
Total		25 Items		\$5,987,629	422,459	\$14.17

In FY 2015, SPRB records indicate that DAS executed 25 office leases for 422,259 SF at an average rate of \$14.17/SF.

Of the 5 agency relocations approved by the Board pursuant to CGS §4b-29, one resulted in \$78,300 in annual savings by relocating an office of the Division of the Public Defender from leased space to space in the Rowland Government Center, Waterbury.

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

This section along with Appendix B of the Report presents information on 10 leases and license agreements of State realty for the use of second parties approved by SPRB. Board records indicated approval of 12 agreements: 5 of the leases reviewed were approved for State employee housing on the campuses of Connecticut Valley Hospital (Middletown) and Southbury Training School; 5 were approved for not-for-profit businesses/agencies located at State property in Middletown, Norwich and Southbury; 1 was approved for snack food services at a state-owned office building; and 1 was approved for a parking license agreement.

Section I Part C. Acquisitions, Sales and Transfers.

DAS reports that the Board approved 4 purchase agreements. SPRB records indicate the following acquisitions submitted by DAS and approved by SPRB in FY 2015.

DAS State Property Acquisitions, SPRB Approved FY 2015

<i>Item</i>	<i>Location</i>	<i>Description</i>	<i>Purchase Price</i>
14-221	Long Island Sound, Branford	910 acres of in 157 shellfish beds	\$800,000
14-271	Rainbow Road, East Granby	4.52 acres vacant land for Military Department	\$452,000
14-275	One Court Street, Middletown	1.5 acres being 131,000 SF Courthouse Complex with parking garage	lease/purchase
14-297	160 Windham Street, Windham	0.21 acres improved with single family residence; ECSU Mater Plan	\$130,000
14-298	393 Prospect Street, Windham	0.70 acres improved with single family residence; ECSU Master Plan	\$215,000

The ownership of the Middletown Courthouse Complex was transferred to the State as required by a lease/purchase agreement entered into in 1990. The Judicial lease payments began in June 1992, and continued 21.5 years until December 2013. The SPRB analysis in 1991 was based on a projected initial bond issue of \$40,794,601 (\div 131,000 SF = \$311.41/SF), the repayment at 6.58% would result in a total lease cost (debt service) of \$66,350,506 ($\$3,086,070/\text{year} \div 131,000 \text{ SF} = \$23.56/\text{SF}$). The lease with option to purchase was approved by SPRB on December 12, 1991. Judicial occupied the courthouse in the spring of 1994.

The acquisitions of 160 Windham Street and 393 Prospect Street, Windham are 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.

DAS reports on 8 sales or conveyances of State property to second parties. Board records show SPRB approval for the following 7 conveyances: 3 authorized by Special Acts, 3 sold as surplus state property under procedures stipulated in CGS §4b-21; and 1 easement granted under CGS §4b-22a:

DAS State Property Conveyances, SPRB Approved FY 2015

<i>Item</i>	<i>Location</i>	<i>Description/Statutory Authorization</i>	<i>Grantee</i>	<i>Sale Price</i>
14-205	7 North Street, Litchfield	Revision to sale agreement approved in FY2014; 16,467 SF building on .575 acre site; Former Litchfield County Jail/Sale of surplus State property - CGS §4b-21	Russell Barton	\$130,000
14-229	Jarvis Street, Cheshire	5.0 acres for parking access to rails to trails/Special Act 11-16 Section 1	Town of Cheshire	\$500
14-296 14-315 15-018	Sandbank Road, Cheshire	2.0 acres for food pantry /Special Act 14-23 Section 12; #14-315 & #15-018 revised #14-296	Cheshire Community Food Pantry, Inc.	\$500
14-313	59 Field Street, Torrington	6,472 SF easement for water main to supply new Torrington Courthouse Project/CGS §4b-22a	Torrington Water Company	\$0
15-063	23-25 High Street, Bristol	0.24 acres with 2-family residence/Sale of surplus State property - CGS §4b-21	Marlo Marrero Fernandez et al	\$80,000
15-112	210 Birch Street, Windham	5,188 SF easement for water main to service Windham Technical High School/ Special Act 14-23 Section 7	Town of Windham	\$0
15-130	Portion of Former Norwich State Hospital	49.65 acres; Sale of surplus State property - CGS §4b-21	Thames River Landing, LLC	\$300,000

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

The Department of Construction Services is a Division within the Department of Administrative Services. The SPRB is a watchdog agency charged with reviewing State agency public works contracts with consulting architects and engineers. The DAS Report identifies 108 contracts as being submitted and reviewed by the SPRB during FY 2015. This information is generally consistent with the SPRB database which identifies 110 contracts being submitted and reviewed. The following table summarizes DCS consultant contracts approved by the SPRB during the past fiscal year.

DCS Consultant Contract Activity

<i>Activity</i>	<i>FY 2014</i>	<i>FY 2015</i>	<i>Change</i>	<i>%Change</i>
"On-Call" Contracts	15	49	+34	+227%
Amendments/Commission Letters	51	32	-19	-37%
New Formal Contracts	15	8	-7	-47%
Task Letters	17	21	+4	+24%
Total Reviewed by SPRB	98	110	+12	+12%
Total Contract Value	\$31,739,423	\$109,573,023	+77,833,600	+245%

The new contracts include a SPRB reviewed and approved Design-Build Contract as follows:

DCS Design- Build Contract Activity

<i>PRB File #</i>	<i>Location</i>	<i>Contractor</i>	<i>Project Name</i>	<i>Contract Value</i>
14-201	59 Field Street, Torrington	KBE Building Corporation	Torrington Courthouse	\$67,797,000

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 15th of each odd-numbered year. The current Plan was approved by the Board in March 2015.

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 the State Office Building, 25 Sigourney Street, Hartford and 99-101 East River Drive, East Hartford to 450 Columbus Boulevard beginning in 2016. The Report states that DAS Leasing and Property Transfer saved approximately \$0.9 million for the State by collapsing leases, renegotiating renewal rates, and obtaining credits for unneeded carpet and paint. Lastly, the report discusses anticipated customer service benefits through some internal reorganization measures within DAS.

PART II: STATE PROPERTIES REVIEW BOARD REPORT FISCAL YEAR 2014 - 2015

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	Mark A. Norman
Bennett Millstein, Vice Chairman	Pasquale A. Pepe
Bruce Josephy, Secretary	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 2015, 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 2015

Pursuant to Section 4-67m of the General Statutes, the Board's annual report for the fiscal year ending June 30, 2015 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 291 agency proposals reviewed by the Board in FY 2015. Average review time during the fiscal year is 16.41 calendar days per proposal, including weekends and holidays. The corresponding statistics for FY 2014 were 290 proposals with an average review time of 15.92 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 2015.

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 **\$446,152** in FY 2015. These savings are 121% of the Board's total annual operating budget expenditures of **\$369,716**. For FY 2014 savings were \$2,198,118 or 604% of the total operating budget of \$363,748.

Total savings achieved on behalf of the State over the 40 years that have elapsed since the Board's inception are over **\$84.1 Million** which exceeds **662%** of the Board's cumulative operating budget totaling approximately **\$12.7 Million** during the same period.

The average processing cost for the 19,408 proposals reviewed over 40 years is **\$655** per contract in contrast to savings of **\$4,332** 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 **\$2.6 Million**; and during the past ten fiscal years savings have exceeded expenditures by over **\$10.4 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 energy efficiency evaluations, environmental compliance as well as 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. 2015
July 1, 2014 to June 30, 2015

<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>
Department of Transportation				
	Acquisition	49	465.47	15.98
	Grant of Easement	1	288.00	12.00
	Lease	1	469.00	24.00
	Lease-Out	3	399.33	20.33
	Mandated Transfer	3	550.00	10.67
	Purchase and Sale	1	577.00	6.00
	Release	1	504.00	14.00
	Release of Easement	1	362.00	15.00
	Sale	13	777.23	16.00
	Town Road Release	19	143.84	12.84
	Total	92	442.32	15.21
Department of Agriculture				
	Purchase of Development Rights	21	599.67	27.57
	Land Use Permit	2	375.50	18.50
	Lease-Out	1	386.00	15.00
	Legislative Act	1	41.00	17.00
	Total	25	550.84	25.92
Department of Labor				
	Lease	1	120.00	19.00
Connecticut Airport Authority				
	Purchase & Sale Agreement	1	22.00	13.00
Department of Administrative Services				
	Assignment	5	92.60	15.00
	Easement Agreement	1	142.00	11.00
	Lease	24	439.04	20.42
	Lease Purchase Agreement	1	902.00	9.00
	Lease-Out	12	188.75	19.33
	License Agreement	5	281.60	15.40
	Mandated Transfer	5	267.60	11.40
	Purchase Agreement	5	237.00	10.80
	Sale	3	262.67	13.67
	Total	61	311.93	17.15
Department of Construction Services				
	"On-Call"	49	283.49	13.96
	Amendment	7	99.86	17.71
	Amendment/Commission Letter	25	138.80	16.32
	New Contract	8	552.63	12.88
	Task Letter	21	107.10	14.90
	Total	110	224.82	14.84
Department of Energy & Environmental Protection				
	Legislative Mandated Exchange	1	457.00	17.00
Grand Total / Averages:		291	339.59	16.41

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
2012-2013	552,934.00	142%	390,088.00
2013-2014	2,198,118.00	604%	363,748.00
<u>2014-2015</u>	<u>446,152.16</u>	<u>121%</u>	<u>369,716.00</u>
TOTAL	\$84,078,147.85	662%	\$12,705,747.00