



Capital Planning Committee Report

Dated January 6, 2011

INTRODUCTION

The Winslow Town Council formed the Capital Planning Committee in October of 2009. The Committee held its first meeting in January of 2010 and consisted of the following members:

Parks & Recreation Chair Dr. Paul Dunbar
School Committee Member John Ferry
Town Manager Michael Heavener
Town Councilor Catherine Nadeau
Planning Board Chair Michael Parker

Police Chief Jeffrey Fenlason
Town Councilor Gerald Saint Amand
Library Director Judy Larson
Retiree Jack Nivison
Business Person Don Plourde

The Town Council Appointed Michael Heavener as committee chair. (NOTE: *Dr. Paul Dunbar withdrew from the committee due to numerous scheduling conflicts with committee meeting times*)

The purpose of the Committee was to evaluate the condition and the future needs of each of the Town owned facilities and to provide the Town Council with a report on the committee's findings. The Committee was also authorized to make recommendations for addressing unmet facility needs for any of the various town functions such as, but not limited to, public safety and education. In addition, the Committee was also authorized to recommend the discontinued use of a municipal facility if it determined the facility had exceeded its useful life.

The committee met nine (9) times and completed their work in January of 2011. The committee's final report was submitted to the Winslow Town Council on January 10, 2011 for their review and consideration.

Many thanks go to the committee members and the facility managers whose efforts have contributed to this comprehensive report.

Respectfully,

Michael W. Heavener
Capital Planning Committee Chair

RECOMMENDATIONS & ASSESSMENTS

The Committee identified the following municipal facilities to be considered for this report:

Police Department Facility **	Junior High Facility **
Industrial Building Facility **	Public Library Facility **
Fire Department Facility **	Town Office Facility **
Lithgow Street Library Facility **	Parks & Recreation Facility **
Elementary School Facility	High School Facility
School Office Facility	Town Garage (new)

** A site visit was conducted and an assessment is included in this report

NOTE: *The old town garage was not considered because it will likely be sold.*

A site visit and subsequent assessment was not conducted on all of the municipal facilities. The committee visited and assessed only those facilities that had exceeded or were nearing the end of their useful life with the exception of the town's Industrial Building. This building was assessed because it is the only facility that generates revenue through lease payments. The property list on [page 5](#) shows the expected life, the age and the remaining (useful) life of each facility. It is important to point out that the useful life of a facility can be extended by performing extensive maintenance and/or extensive remodeling for that purpose.

The committee prioritized the facilities listed above on a scale from 1 to 12 with a rating of 1 being the highest priority and the facility most in need of the Town's attention (see property list on [page 5](#)). The following is the committee's recommendations and assessments on the top eight (8) facilities deemed to be most in need of the town's attention:

1. The **Police Department Facility** received a priority **1** rating because it fails to satisfactorily meet the needs of the Police Department. In fact, the continued use of the facility as a police department may actually be detrimental to the safety of the officers themselves. Please see [pages 6 to 7](#) for a full assessment of the facility.

The committee recommends that this facility not be used as it is now and the Police Department relocated to a more suitable location as soon as possible. The town may want to form a committee for this purpose.

2. The **Junior High School** and the town's **Industrial Building** each received a priority **2** rating. The committee felt that these two facilities were equally in need of attention.

The **Industrial Building** generates revenue through lease payments that are applied towards an outstanding principal of 2.1 million owed by the town for the building. See [pages 8 to 9](#) for the assessment of the building, which has a remaining useful life of 31 years. If the building becomes unsuitable for the existing tenants then they may look elsewhere for a suitable building and the town could lose the revenues generated from the

lease payments. The committee believes the building should be well maintained especially since the lease allows the town to prorate the cost of capital improvements into the lease payments. Therefore, the committee recommends the following:

- (1) Fix the leaking roof.
- (2) Rebuild and pave the parking lot.
- (3) Implement a capital improvement plan to address future needs.

The **Junior High School Building** was built in 1928 and has a remaining useful life of 2 years. The School Department estimates extensive maintenance totaling 3.2 million is needed if the facility is to continue being used as a Jr. High. See pages 10 to 11 for the assessment of the facility.

Due to the high cost of extending the useful life of this facility the Committee recommends that the Town work closely with the School Department in determining the most practical solution to meet the educational needs of the students attending the Jr. High.

If the building will no longer be used as a Jr. High then consideration should be given to remodeling it for public and/or private use. For example, it may be practical to relocate the Town Office here and lease out the additional space for commercial use. The facility could also be used as a community center and the Public Library could be relocated here. The former town office building could then become a public safety complex housing both the Police and Fire Departments.

- 3. The **Library Building** received a priority rating of **3**. The building was relocated to its existing location in 1961 and has an estimated useful remaining life of 0.1 years. See pages 12 to 14 for the assessment of this building.

The Committee recommends that the four (4) heating units for the building be replaced at an estimated cost of \$20,000. With the heating units replaced the building could continue to be used for several more years.

- 4. The **Fire Department Facility** received a priority rating of **4**. The facility is adequate with the periodic leaking roof being the only major issue. See page 15 for an assessment of this facility.

The Committee recommends that a comprehensive assessment of the roof be completed to identify the needed repairs to stop the periodic leaking and to extend the life of the roof.

- 5. The **Town Office Facility** received a priority rating of **5**. The facility was built in 1968 and has a remaining useful life of 7.1 years. See pages 16 to 17 for the facility's assessment. The facility is adequate and the only major issue is that of air quality.

The Committee recommends a solution be sought to address the poor air quality. The installation of an air handling/exchange system may be necessary.

6. The **Lithgow Street Library Building** received a priority rating of **6**. The building was built in 1905 and has exceeded its useful life by 6 years. See pages 18 to 20 for the assessment of the facility.

Due to the fact that the building does not serve a municipal purpose but is of historical importance to the town the Committee recommends that restoration and maintenance efforts be funded through grants and/or donations.

7. The **Parks & Recreation Facility** received a priority rating of **7**. See page 21 for the assessment of the facility. The facility currently meets the needs of the Parks & Recreation Department.

The Committee recommends that the facility's heating units be modified to provide an even distribution of heat.

Town of Winslow, Maine
Property List

Department	Acquired	Description	Location	Sq Ft	Condition	Life (yrs)	Age (yrs)	Remaining Life (yrs)	Replacement Value	Assessed Value	Acres	Priority Rating
Police		Police Facility										1
School	1/1/1928	Winslow Jr. High School	6 Danielson Street	60,461	Poor	85	84.1	0.9	\$ 6,956,571	\$ 2,044,300	4	2
Municipal	1/1/1965	Industrial Building	921 Benton Avenue	201,892	Fair	77	47.1	29.9	\$ 7,718,660	\$ 4,011,600	21.5	2
Library	1/1/1961	Library Building	136 Halifax Street	11,128	Fair	50	51.1	-1.1	\$ 1,372,375	\$ 848,900	1.24	3
Fire		Fire Facility										4
Municipal	1/1/1968	Town Office (Administration)	114 Benton Avenue	15,000	Good	50	44.1	5.9	\$ 1,575,805	\$ 1,330,600	4.75	5
Municipal	1/1/1926	Lithgow Street Library	10 Lithgow Street	1,580	Fair	100	86.1	13.9	\$ 98,732	\$ 238,400	0.32	6
Parks & Rec		Parks & Rec Facility										7
School	1/1/1993	Winslow Elementary School	285 Benton Avenue	86,698	Excellent	50	19.1	30.9	\$ 10,013,705	\$ 6,038,000	24.5	8
School	1/1/1963	Winslow High School	20 Danielson Street	100,590	Excellent	80	49.1	30.9	\$ 12,647,199	\$ 9,690,400	42	9
School	7/1/2001	School Office	20 Dean Street	2,550	Excellent	30	10.6	19.4	\$ 264,842	\$ 238,300	4.33	10
Public Works	10/1/2007	Town Garage (new)	135 Halifax Street	21,160	Excellent	100	4.3	95.7	\$ 2,316,058	\$ 1,035,900	35.5	11
Public Works	1/1/1966	Town Garage (old)	120 Halifax Street	7,260	Poor	30	46.1	-16.1	\$ 178,262	\$ 171,900	2.15	0
TOTAL									\$ 43,142,209	\$ 25,648,300		

Dated 11/19/2010

POLICE DEPARTMENT FACILITY



114 Benton Avenue

The Police Department Facility (PDF) is located in the basement of the Municipal Building, which was constructed in 1968 and has a remaining useful life of 7.1 years. At the time it was built, space for the PDF was not considered. In the early years both the Town Manager and Police Chief shared an office. As the town and the police department grew the basement of the Municipal Building became the PDF. Over many years the Police Association constructed rooms as needed to accommodate the growing department. As a result the layout of the PDF is inconsistent with the workflow of the organization. In addition to the poor design the condition of the PDF raises many issues and concerns which are highlighted below.

Issues and Concerns:

- 1) Main entrance utilizes three steps down, a landing and a fourth step. Concern is for officers, citizens and persons under arrest possibly being injured.
- 2) There is no handicap accessibility to the facility.
- 3) Officers must walk persons under arrest down a long hallway and across the interview/training/break room to reach the booking room.
- 4) Officers work room is small containing only a table and no desks or actual work areas and only two computers.

- 5) One back room must be utilized as an interview room, training room and officers break room.
- 6) Lieutenant and sergeant must share an office due to space limitations.
- 7) No air flow in any of the offices.
- 8) Detective is working out of the fire station due to air quality issues.
- 9) Booking room has only a metal ring attached to the wall for officer/prisoner safety.
- 10) Officers and persons under arrest must utilize the same bathroom.
- 11) Evidence room is very small and has no ventilation.
- 12) Locker room must be shared by male and female officers and is not secure. All employees from the building may enter at any time. There are no showers or sinks in the space which is being utilized as a locker room.
- 13) Some evidence must be stored in a large caged area with department files and equipment due to limited secure space.
- 14) There is no kitchen/break area for officers when working long shifts.
- 15) No secure area for officers to removed arrested persons from the police vehicles into the police station.



INDUSTRIAL BUILDING



921 Benton Avenue

The Industrial Building was constructed in 1965 and acquired by the town in 2002. The town currently leases space in the building to ORION Ropeworks and Johnny's Selected Seeds. The building is 201,892 square feet in size and sits on 21.5 acres. Total principal remaining on the financial bond as of 9/14/2010 is \$2,100,000.00. The building has an appraised value of \$2 million with a remaining useful life of 31.1 years. See Appendix B for lease payment breakdown.

1. **Orion Ropeworks** – Occupies the newest portion of the building. The town has a lease agreement with Orion Ropeworks until 2017. In 2010 they upgraded the lighting fixtures in the building to energy efficient lighting at a cost of approximately \$65,000. As a result they estimate they are saving \$6,000 to \$7,000 a month on electricity.
 - a) **Issues and Concerns:**
 - i) The roof is leaking in numerous locations where there is some sort of roof exhaust or vent fixture.
2. **Johnny's Selected Seeds** – Occupies the older portion of the building. The Town has a lease agreement with Johnny's Selected Seeds until 2016. Over the past two years the town has invested \$185,091 in roof repair and replacement projects. The town has also upgraded the electrical system.
 - a) **Issues and concerns:**
 - i) Their greatest concern is the Parking Lot, which needs to be rebuilt and paved at an approximate cost of \$197,000.



JUNIOR HIGH BUILDING



6 Danielson Street

The Junior High Building (JHB) was constructed in 1928. The JHB was remodeled in the 1970's and has an estimated remaining useful life of 2 years. It has a current replacement value of \$6,956,571 and sits on a 4 acre lot. The JHB currently accommodates grades 6th, 7th and 8th with a total student population of 300.

The JHB is in need of repairs totaling approximately 3.2 million (see Appendix A). The most costly needed repair is the replacement of the Steam Piping System at a projected cost of 1.8 million. The JHB has two (2) boilers but only one (1) is functional. The non functioning boiler needs to be replaced at an approximate cost of \$100,000.

The School Department is planning to apply for grant funding to do one of the following:

1. Remodel the facility again.
2. Demolish it and rebuild a new Jr. High.
3. Close the facility and modify one or both of the remaining schools to accommodate the displaced students.

If the School Department is awarded funding it would likely take 6 to 8 years to complete the project.

Issues and Concerns:

See Appendix A



LIBRARY BUILDING



136 Halifax Street

The Library building (LB) was relocated to its existing site in 1961. The Quonset hut portion of the building is believed to have originally been an airport hanger constructed in the 1940's. The Town acquired the building in the 1990's when it was being used as a roller skating rink and the Town converted it to a library. The LB has an estimated remaining useful life of 0.1 years with a replacement value of \$1,372,375. It sits on a 1.24 acre lot.

The LB is a one (1) storey structure on a slab with two meeting rooms and a large open area containing books and periodicals. There is also a small staff / storage area and four (4) small closet size rooms. There are two (2) small restrooms. Senior citizens seem to appreciate the fact that the Library is on one level. The roof recently had maintenance done and should not need further work for a number of years.

Issues and Concerns:

1. Due to the structures age and roof design we are prevented from reducing the amount of heat loss through the ceiling.
2. Heat ducts are located at the front of the structure and the heat is not distributed evenly throughout the building.
3. The four (4) heating units need to be replaced at an estimated cost of \$20,000.

4. On certain mornings sewer odors and/or a musty smell can be detected in the entranceway. There has been a great deal of effort to identify the source of the odors without success.
5. There is very little room for storage.
6. At times a separate space for children is needed due to the noise generated by the children.





FIRE DEPARTMENT FACILITY



114 Benton Avenue

The Fire Department Facility (FDF) is located on the north side of the municipal building, which was constructed in 1968 and has a remaining useful life of 7.1 years. The FDF has five (5) vehicle bays. One (1) bay is unused. The FDF also consists of a Dispatch Room, Officers Room, Day Room, Weight Room, two bathrooms, shower room, Kitchen, Large Training Room, Employee Sleeping Quarters and the Chief's Office. The Police Detective also has office space in this portion of the building.

Issues and Concerns:

1. The roof is in need of substantial maintenance or replacement due to excessive leaking at times.
2. The apron from the Town Office Entrance to the driveway on the north end of the station should be redone.
3. Consider a floor plan reconfiguration to create storage area and a better location for the Chief's Office.

TOWN OFFICE FACILITY



114 Benton Avenue

The Town Office Facility (TOF) is located on the south side of the Municipal Building, which was constructed in 1968 and has a remaining useful life of 7.1 years. The TOF provides space for the Administration, Assessing and Code Enforcement. The Town Council meeting room is also located in the TOF. The roof covering the TOF was reinforced in 2009 to accommodate heavy snow loads.

In November of 2010 Safety Works conducted air quality testing because staff were complaining of poor air quality. The testing revealed carbon dioxide concentrations higher than acceptable levels in the Code/Assessing office, which indicates inadequate air exchange.

Issues and Concerns:

1. Insufficient storage space.
2. Assessing and Codes could use more room.
3. Poor air quality due to inadequate air exchange.

Winslow Municipal Building



LITHGOW STREET LIBRARY BUILDING



10 Lithgow Street

The Lithgow Street Library Building (LSLB) was constructed in 1905 and has exceeded its useful life by six (6) years. The building is valued at \$238,400. The LSLB is leased for \$1.00 by the Taconnet Falls Genealogy Society. They are open every Wednesday and Saturday. The roof membrane of the facility was replaced last year (2009) by the town and should last 5 to 10 years. The facility was flooded during the flood of 1987.

Issues and Concerns:

1. Window and window sills are in need of repair and painting.
2. The exterior masonry needs extensive maintenance.
3. Exterior stairway railings need to be replaced.





PARKS & RECREATION FACILITY



114 Benton Avenue

The Parks & Rec Facility (PRF) is located in the basement on the north side of the Municipal Building, which was constructed in 1968 and has a remaining useful life of 7.1 years. The entrance to the facility is located at the rear of the Municipal Building below the Fire Department.

Issues and Concerns:

1. Space does not heat evenly in cold weather.
2. There are concerns about the age of the plumbing.

Appendix A
Winslow Jr. High
Recommended Projects

Reason	Item/Project	Estimate of Cost
Energy	Replace 176 inefficient Windows: Existing windows are inefficient. There is a need for screens throughout the building to prevent insects from entering. We need to prevent the chance of students exiting through the windows or falling. The current windows sweat and create mold. The caulking is deteriorating and windows are becoming drafty. Energy conservation & curb appeal should be our main objective with this project.	\$500,000.00
Energy	Install vinyl vertical blinds: Vertical blinds will help decrease the fuel consumption of the building during the heating season. With the increased use of Promethean Boards & White Boards in the classrooms there is an increased need to be able to darken the rooms for teaching. (Also more appealing then sheets/material hanging across a classroom window)	\$25,000.00
Compliance	Replace Fire & Intrusion alarm systems and panels: The existing system is no longer compliant with today's standards. The use of heat detectors are no longer allowed. Smoke detectors need to be installed.	\$6,500.00
Life & Safety	Additional Fire strobes & horns: There is a necessary upgrade that needs to be preformed in this building to meet state Fire & ADA codes. There is definitely a lack of these fixtures throughout the building. Additional emergency lighting and replacement is needed.	\$6,000.00
HVAC	Replace Boys & Girls locker room ventilation: Because these areas are below ground there is insufficient air exchange. The air quality is in question in these areas. These areas stay very stale and damp all year. Multiple dehumidifier are run all year long to help eliminate the possibility of mold & mildew growth.	\$12,000.00
Upgrade	Renovate Boys locker room: (lockers, stalls & fixtures) The boys locker room has exceeded it's life. The lockers are a shambles and dangerous. Despite repeated attempts at repairs there are sharp jagged edges and some units are just not repairable. The fixtures are a continual maintenance issue.	\$45,000.00
Life & Safety	Seal interior concrete/block walls in locker rooms: If there is a lot of ground water during the spring & fall months of the year, the concrete walls will leak & seep water through the cracks. The potential of the growth of mold and mildew are a concern and continual maintenance issue.	\$5,000.00
Upgrade	Replace drainage tile on exterior of the building: On the west side of the building the underground drainage tile was damaged during the installation of the elevator. The aging damaged system was not repaired. The area needs to be excavated and new tile installed. This repair will also help eliminate the water concerns in the boys locker room.	\$40,000.00
Life & Safety	Replace existing intercom system: The current system is unreliable and at times will not function properly. It is a necessity to have a dependable communication system throughout the building.	\$25,000.00
Upgrade	Building clock & bell system : The existing clocks are a hodgepodge of fixtures. Most are not on the bell system and are nonfunctioning. The clocks area a constant maintenance issue and are expensive to replace and maintain.	\$15,000.00
Life & Safety	Exterior video surveillance: Because of the multiple entrances into the building and the way the building is designed there is no way to monitor these areas.	\$15,000.00

Winslow Jr. High
Recommended Projects

Reason	Item/Project	Estimate of Cost
Life & Safety	Remove asbestos floor tile replace with VCT: In keeping with the AHERA regulations of 1986 we need to continue to work diligently towards the removal of all asbestos containing materials in our school buildings.	\$50,000.00
ADA/Upgrade	Replace stalls in all gang bathrooms: The current stalls are a constant maintenance expense and in some areas there is a lack of privacy and space.	\$25,000.00
Upgrade	Electrical system upgrade: Due to a larger demand for electrical outlets throughout the building there is a need for additional fixtures and upgrades to handle the increased demand.	\$40,000.00
Life & Safety	Install stairwell fall protection: There seems to be a need to install some type of barrier at the top of the landings of the four stairwells.	\$6,000.00
Upgrade	Fuel Storage Tank: Revisit the possibility of installing an exterior 5-8,000 gallon fuel tank. This will make the management of fuel in this building much more accurate. It will also lessen the possibility of running out of fuel.	\$15,000.00
Life & Safety	Replace exterior door hardware and panic bar devices: There are a variety of exterior doors that need panic bars, hinges, and new door closers.	\$10,000.00
Life & Safety	Replace Gym doors & Hardware: Existing doors are nonfire rated. Need appropriate crash bars and hardware to exit and secure this area.	\$25,000.00
Life & Safety	Elevator: Upgrades have been recommended by ThyssenKrupp Elevator to address safety and ADA compliance issues.	\$4,000.00
Improvements	Gym Floor: Grind, sand and repaint gym floor. Apply new finish. Complete any necessary repairs.	\$30,000.00
IAQ	Gymnasium Ventilation: Repair or replace the current system that is in place. The existing system is manually closed and sealed during the fall, winter and early spring months because the mechanical dampers no longer operates. We are only exhausting air and not bring in any outside air.	\$12,500.00
Safety	Exterior Lighting: Install additional exterior building lighting. Areas of the building are very dark at night and should be lit for safety and security.	\$4,500.00
HVAC	Replace steam system piping: In the past year we have had three major steam leaks in the heating pipes and multiple repairs prior to this. The steam pipe is reaching the end of it's life span and deteriorating from the inside out. This would be an extremely difficult project but a necessity to maintain the heating system in this building. Whenever there has been a leak detected it's been a battle to prevent the growth of mold & mildew.	(\$29 x 62,000 = \$1,798,000.) \$28-\$30 Per Sq.Ft 62,000 sqft - 1928 Section.
Safety	Steam Radiators: Install heat shields on the radiators in the auditorium. During the heating season the kids get burnt on them.	\$5,000.00

Winslow Jr. High Kitchen
2009 Stimulus Projects

Reason	Item/Project	Estimate of Cost
Equipment Upgrade	Dishwasher: The currant dishwasher is 30+ years old. It is no longer energy efficient or effective. This piece of equipment uses a considerable amount of water and electricity to operate. This unit requires an external hot water booster. Both units requires continual maintenance	\$12,000.00
Equipment Upgrade	Steamer and Steamer kettle: The currant steamer is 30+ years old. It is no longer energy efficient or effective. This unit requires continual maintenance and attention because it is considered a pressure vessel by the State of Maine and is inspected yearly.	
Equipment Upgrade	Stacking Convection Ovens: The existing ovens are unreliable and inefficient. It's hard to regulate the heat at times.	\$8,000.00
Equipment Upgrade	Washer & Dryer: The dryer is 15+ years old and the washer is 30+ years old. The dryer doesn't always work properly and the washer constantly leaks even though it is continually maintained. Both pieces of equipment are used daily.	\$800.00
Equipment Upgrade	Cook Top Grill: This unit is no longer energy efficient. The wire ring in this unit is very fragile. This unit has been repaired a number of times and will need continued maintenance.	\$7,000.00
Equipment Upgrade	Two Bay Wash Sink: The State of Maine inspector has strongly recommended that we install a three bay sink in this area. We need to be able to wash, rinse and sanitize in separate bays.	
Compliance	Kitchen bathroom: We are in a non-compliance status with the state health code concerning the fact that we have no hand wash sink in the kitchen bathroom. There is also a need to have a lock installed on the door.	
Safety	Wood Top work tables: We really need to replace the wood top work table with stainless steel. The current table is very difficult to keep sanitized and free from contamination.	\$3,500.00
Equipment Upgrade	Student trays and racks: There is not a sufficient amount of trays for all students. The tray racks are old, broken and no longer repairable.	
Equipment Upgrade	Portable Warmers: The existing warmers are continually being repaired. It's very hard to regulate the heat. This piece of equipment is a must when you are offering a variety of different food menus.	\$5,500.00
Additional Equipment	Walk In Freezer: The existing walk in freezer is small and will not accommodate all the product that needs to be stored. The perfect solution would be to install an additional walk in. The existing compressors have requiered a lot of maintenance	\$7,000.00
	Total	\$43,800.00

Winslow Jr. High
Recommended Projects

Reason	Item/Project	Estimate of Cost
Safety	Auditorium Seating: The seating in this area needs replacing. The students continually get splinters and cuts from the delaminated and split wood.	\$60,000.00
Safety	Front Walkway: The current cement walkway has been cracking and shifting which makes for a very uneven walking surface. Hand railings on the steps may be needed in this area.	\$30,000.00
Safety	Gym Hand Rails: Additional hand rails are needed on the bleachers.	\$5,000.00
ADA/Upgrade	Main Office: There is need to reconfigure and renovate the main office. An adjustment to the service window needs to be made because it is not ADA accessible. There needs to be a better way to monitor and view all visitors that enter the building.	\$50,000.00
Safety & Efficiency	Ancient Boiler: Remove asbestos and existing non functioning boiler. Replace with an energy efficient boiler. We should operate the building on two boilers rather than a single boiler system.	\$120,000.00
Building Maintenance	2009 - 2013 Roof Repairs: Projected roof repairs and roof replacements.	\$123,000.00
Building Maintenance	Plumbing: Most fixtures throughout the building have out lived it's life expectancy. There is a need to install better and more efficient fixtures.	\$60,000.00
	Total	\$3,167,500.00

Appendix B

Industrial Building Lease Payment Breakdown

FY Ending	Orion				Johnny				Grand Total	Bond Payment	Difference
	Rent	Past Rent	Taxes	Subtotal	Rent	Add Rent	Taxes	Subtotal			
2011	\$ 260,100.00	49,666.92	18,778.56	328,545.48	\$ 96,660.00	16,123.32	12,221.44	125,004.76	\$ 453,550.24	433,995.00	(19,555.24)
2012	\$ 265,308.00	49,666.92	18,778.56	333,753.48	\$ 98,592.00	16,123.32	12,221.44	126,936.76	\$ 460,690.24	415,275.00	(45,415.24)
2013	\$ 265,308.00	49,666.92	18,778.56	333,753.48	\$ 98,592.00	16,123.32	12,221.44	126,936.76	\$ 460,690.24	396,532.50	(64,157.74)
2014	\$ 270,624.00	49,666.92	18,778.56	339,069.48	\$ 100,560.00	16,123.32	12,221.44	128,904.76	\$ 467,974.24	377,767.50	(90,206.74)
2015	\$ 270,624.00	49,666.92	18,778.56	339,069.48	\$ 100,560.00	16,123.32	12,221.44	128,904.76	\$ 467,974.24	358,342.50	(109,631.74)
2016	\$ 276,048.00	49,666.92	18,778.56	344,493.48	\$ 102,576.00	16,123.32	12,221.44	130,920.76	\$ 475,414.24	338,895.00	(136,519.24)
2017	\$ 276,048.00	49,666.92	18,778.56	344,493.48	\$ 102,576.00	16,123.32	12,221.44	130,920.76	\$ 475,414.24	319,447.50	(155,966.74)

RED Indicates no lease agreement