

Stage One Business Plan Summary:

Attached is the initial (and preliminary) business plan dated September 5, 2013. This document is a work in progress and will continually be developed as the project moves forward.

Several concepts for property and operational management have been considered. It has been determined that the best course of action is to engage with a non-profit organization to serve that management role.

The business plan will be updated to reflect the change to a non-profit organizational management from the town.

Please note the Stage One Business Plan was reviewed and deemed acceptable by the technical advisor from the Small Business Development Center (SBDC). The SBDC advisor has indicated that the Stage One Business Plan is appropriate for the current phase of project development.

The SBDC advisor has recommended expanding to Stage Two, to include adjustments to the program based upon public input as well as research and analysis of similar projects.

Future informational meetings will be conducted to update the public with regard to the progression from Stage One to Stage Two and to seek continued public input.

All revised plans will be posted on the town's website, as they are available.

Any questions regarding this project can be addressed to the Selectmen's Office at admin@easthaddam.org or by calling 860-873-5021.

Town of East Haddam
Harris Property: Center for Community Agriculture
Business Plan Summary
September 2013

DRAFT FOR DISCUSSION PURPOSES - BOND COUNSEL APPROVAL NEEDED

Executive Summary

The Center for Community Agriculture is “groundbreaking” economic development for the State of Connecticut. The Center has the high potential of serving as the model for agricultural economic development for Connecticut small towns with limited infrastructure and the desire to grow, but maintain the rural character of the community.

Supporting the existing agriculture businesses and assist future farmers enter the agriculture market is important for town land use, business development and job creation. Food security is a concern of increasing interest. The Center is planned to help address these issues.

The Center will be located on the Former Harris Farm, and will consist of a new barn/commercial kitchen, dry storage, a greenhouse and two hoop houses (high-tunnels) as part of the initial phase construction. The Center is intended to catalyze and support organic agriculture and agriculture based economic development in the town and region.

Organic agriculture is a farming practice that uses natural methods for fertilization, pest and weed control. The approach concentrates efforts on the soil as opposed to current commercial methods, which concentrate efforts on the plant. Application of chemicals is not allowed. Organic farm products are a value added, niche market that has a growing demand throughout the nation. This demand will aid in the success of the center. Leaseholders of the farm plots will agree to this farming technique. The manager will police leaseholder practices and provide support.

The town will operate the facility through a contracted part-time manager reporting to the Town’s Director of Facilities.

The Town has secured the required start-up funding for this project.

1. State of Connecticut STEAP Grant for the building: \$431,200
2. State of Connecticut Dept of Ag Grant for fencing: \$20,000
3. Town Funding for clearing, water well, electricity: \$42,875

The draft rate schedule for use of the facilities are as follows. These rates are subject to change. Comparative rates from similar activities in Franklin County, MA were collected (responses from Simsbury, CT are pending).

Resource	Harris CCA Fee	Unit	Harris Monthly Income
Green House	175	Month	\$ 175.00
Hoop House	175	Month	\$ 350.00
Dry Storage	40	64 SF/Month	\$400
Kitchen	50	Hour	\$3,900
Farm Plot	110	acres/Month	\$1,320

The farm and the center will be managed as separate activities and thus the income and expenses are presented separately and are estimated as follows for the first three years:

Center

	Income	Expenses	Profit/Loss
Year One	\$21,500	\$20,105	\$1,395
Year Two	\$52,800	\$38,217	\$14,583
Year Three	\$52,800	\$39,338	\$13,462

Farm

	Income	Expenses	Profit/Loss
Year One	\$13,620	\$9,600	\$4,020
Year Two	\$14,029	\$12,048	\$1,981
Year Three	\$14,449	\$12,144	\$2,305

Year 1 anticipates income from cultivated land and high tunnels, with the kitchen coming online during the last calendar year quarter. Year 2 income and expenses will increase with the first full year of operation for the barn and kitchen. Expense projections were estimated using the Town Senior Center as the source. Based on the assumptions and conservative projections for income and expenses, it is anticipated that the center will operate at a small surplus.

Although no formal marketing has taken place, there have been significant interest expressed for leases for both cultivated land, pasture land and kitchen use.

The state funding through the STEAP grant became available in August 2013. The first step of the development program funded through the STEAP Grant will be to select an architect. The funding contract should be awarded in September with erection occurring by the September/October timeframe. It is planned for the barn to be available for late summer 2014.

Mission Statement

The Town of East Haddam, through the Economic Development Commission and the Agriculture Commission, seeks to support agriculture-based economic development through the development of a Center for Community Agriculture ("the Center"). The Center will be a catalyst for agricultural economic development; farm and land-based enterprises, which generate economic, social and educational opportunity while protecting natural resources.

Background Information and Project Description

The 130-acre Harris Farm is Town-owned property that was acquired in 2011. A 6-acre parcel is set aside for future municipal facilities, 12-acres will be devoted to agriculture and the remaining 112-acres of land will be preserved as open space. The agricultural parcel, the Center, will be an agricultural business incubator, education and training facility and community farm. The Town of East Haddam, through the Town Director of Facilities will manage the property with support from the Selectman's Office and the Agriculture and Economic Development Commissions. The Town also plans to engage the Middlesex County Farm Bureau, Middlesex County Chamber of Commerce, the UCONN Agricultural Extension Service, the 4-H Program, and the Vocational Agriculture (VO-AG) program at Nathan Hale - Ray High School for technical resources and education.

Agriculture and agriculture-related businesses are an important sector of commerce for the Town of East Haddam and the region. One feature of the Town's Economic Development strategy is to improve the business environment for farms and agriculture. Agricultural development preserves East Haddam's rural character, limits sprawl development, creates new jobs, and promotes food security through Connecticut-grown produce. In addition, it will provide a focal point for regional organic farming and make plots of land available for incubator farms and resident gardeners. The Center will also serve as an important venue for education and training.

The barn, high tunnels and greenhouse will provide the Center with the critical infrastructure needed for production, training, office, and storage space. The construction of these structures is an important first step in supporting the cultivation of the property and agricultural business operations. Due to excessively high land values, the "entrance cost" for new farmers into the farming business is prohibitive. Access to certified commercial kitchens is a common barrier for farmers in bringing prepared foods, such as preserves and sauces to market. Additionally, there is an unmet need for coordinating and providing technical resources for the farming

economy, particularly for organic farming. The Town's plans for The Center will help address these needs and: 1) support the growth of local employment; 2) provide "start-up" or expansion space for farmers; 3) support the growth of local agricultural businesses; 4) provide a local food system; 5) bring fresh produce to the local Food Bank; 6) create recreational activities; and 7) establish a "hub" for community events. The completion of the Center will make available cultivation plots for farmers ranging in sizes from 10,000 square feet to 2,500 square feet. The 12-acres can conservatively accommodate 20 to 30 large plots (using 70% of the gross area) and support an equal number of farmers and farm businesses. Produce grown on site or at other local farms can be processed into prepared foods, pies, preserves, breads, and sauces, which will further support business development. The greenhouses will provide year-round growing space for farmers.

Organic agriculture is a farming practice that uses natural methods for fertilization, pest and weed control. The approach concentrates efforts on the soil as opposed to current commercial methods, which concentrate efforts on the plant. Application of chemicals is not allowed. Organic farm products are a value added, niche market that has a growing demand throughout the nation. This demand will aid in the success of the center. Leaseholders of the farm plots will agree to this farming technique. The manager will police leaseholder practices and provide support.

The Town expects that this agricultural activity will induce secondary investments at local farms and agriculturally-oriented commercial development, and expand public and private-sector economic development activities centered on organic farming and food security. These activities will, in-turn, create jobs and additional business activity in the Town of East Haddam and surrounding communities.

As the Center becomes established, it is expected to support regional business creation through graduating farmers, and prepared food producers. State Department of Agriculture programs, such as Farm Link, will need to be used to assist new agricultural entrepreneurs. As the Center matures, it could influence the growth of support businesses servicing this "agricultural cluster" (the Center and area farms). Such businesses include, but are not limited to: composting operations, poultry processing, farm equipment rental and repair, as well as additional farms. Many of these businesses, such as poultry processing, are not available within Connecticut, and are an additional operating cost to farmers. The future development of these services will reduce operating costs for farmers such as overland transportation costs to out-of-state facilities.

Other benefits of this project include: 1) Reclamation of historic farmland; 2) Utilization of prime farmland soils; 3) Controlling invasive exotics such as multi-flora rose; 4) Advancement of food security for East Haddam and area residents; and 5) Serving as a model for active open space use.

Market Assessment

The community farm (and community farms in general) represents a financially viable approach for managing open space. Specifically, community farms provide both public and private organizations with valuable platforms to promote active public engagement with preserved land. They provide affordable growing space for farmers and economic and educational opportunities for the entire community.

There is a growing demand for locally grown produce as a result of the need for improved food security. Organic farm products are a value added, niche market that has a growing demand throughout the nation. This demand will aid in the success of the center. Organic agriculture provides healthy produce with less demand on the environment than non-organic methods. Additionally, the annual growth rate of organic farming was 19% between 1997 and 2008. In 2010, the organic agriculture sector grew by 8 percent; whereas conventional agriculture grew by just 1% in 2010* (Source: "Organic Farming Could Grow Even More Jobs with Better Policy Support," By Charles Redell, 2011-09-30, GreenBiz.com).

Town Agriculture Commission has been receiving many lease inquiries from prospective farmers without formal advertising or marketing. The Town Economic Development Coordinator has fielded several phone calls from other Connecticut Towns interested in the Center and the potential for replicating the Center in their community.

Marketing Plan

“Word of Mouth” has been a very effective marketing tool for the Center, and it will continue to be a strong component of the Center’s marketing plan. Articles and updates in the East Haddam edition of “Events” magazine and the “Patch” on-line newspaper will also be used. Additionally, the Farmer’s Market has been an excellent forum for information exchange and marketing.

The Town can also obtain marketing assistance from the Connecticut Department of Agriculture.

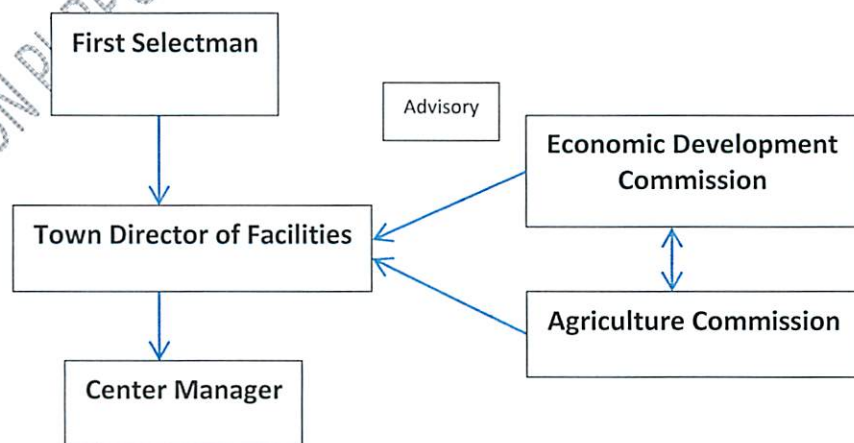
Operations and Operating Controls

Basic Operations: The Center will provide the following basic resources and services: 1) Commercial Kitchen for rental; 2) leased hoop house (High Tunnel) and Greenhouse Space; 3) Cultivated land for leased farming plots; 4) dry storage; and 5) Education and Training Space.

The First Selectman’s Office, through the Town’s Director of Facilities has the day to day management responsibilities of this facility. Functions include: grant administration; procurement and contracting; and maintenance. The Director of Facilities will be assisted by the economic development coordinator and a contracted manager. The Town Economic Development Commission and the Agriculture Commission will provide advisory support to the center. Finances will be administered through the Town Finance Office.

A part-time program manager will be contracted to the Town through a public solicitation. Use fees generated from the Center operation could be used to pay the majority of the part-time manager’s compensation. During program initiation, a minimal weekly time commitment is anticipated. Responsibilities during this period are envisioned to include: plot leasing; coordination w/Town Finance; organic methods policing; organic methods training; facility development assistance. Once the Center barn construction is completed responsibilities and the time commitment will increase to include: Kitchen management; and High Tunnel/Greenhouse management; coordination of activities with Town Farm Businesses, VO-AG, Chamber of Commerce, etc.; and coordination w/Town Finance and the Director of facilities to plan future phases.

Organization Chart



Financing Plan

Facility Start-up Funding: the Town has secured the required start-up funding for this project.

1. State of Connecticut STEAP Grant for the building: \$431,200
2. State of Connecticut Dept of Ag Grant for fencing: \$20,000
3. Town Funding for clearing, water well, electricity: \$42,875 (\$27,875 & \$15,000)

4. These funds will be sufficient to complete a basic facility as follows:

- a. Barn structure up to 3500 square feet
- b. Dry storage
- c. Office space
- d. Basic commercial kitchen

The facility will be designed to accommodate future upgrades and expansions or wings as additional funding becomes available through program income and grant resources become available. Design plans will include "add alternates" to include optional features if favorable prices are received.

Rate Schedule

Resource	Harris CCA Fee	Unit	Franklin County, MA	Harris Monthly Income	Harris Monthly Income	Assumptions
Green House	\$ 175.00	Month	n/a	\$ 175.00	\$ 175.00	
Hoop House	\$ 175.00	Month	n/a	\$ 350.00	\$ 350.00	
Dry Storage	\$ 40.00	64 SF/Month	\$ 35.00	\$ 800.00	\$ 400	50% Capacity
Kitchen	\$ 50.00	Hour	\$ 38.00	\$ 3,907.50	\$ 3,900	25% Capacity
Farm Plot	\$ 110.00	acres/Month	n/a	\$ 1,320.00	\$ 1,320	
Notes						
Kitchen Hours of Operation		8 AM to 10 PM	14hours			
		5 days per week				
		50 weeks per yr				
		Operates at 25%				
Green house and Hoop house rates shown are not broken down by unit						

Comparative rates from the commercial kitchen operated by the Franklin County Community Development Corporation (MA) are provided.

Income and Expenses

Year 1 anticipates income from cultivated land and hoop houses (high tunnels), with the kitchen and storage coming online during the last calendar year quarter. Year 2 income and expenses will increase with the first full year of operation for the barn and kitchen. Expense projections were estimated using the Town Senior Center as the source. Based on the assumptions and conservative projections for income and expenses, it is anticipated that the center will operate at a surplus.

The town will collect the fee income from facilities use through the Town Finance Office, and place these receipts in a separate non-lapsing account. This account will be used to pay the managing contractor's fees as well as the operating expenses of the Center.

Major additions and construction at the Center will require additional grant assistance from foundations and the government.

Notes on Income vs. Expenses Chart

1. Initial construction is covered by State grants and Town FY2012 budgeted items (\$494,075)

2. Center income will come from rental of; 1) commercial kitchen; 2) greenhouse/high tunnel space; and 3) cultivated land. First year's income includes partial-year kitchen rental income as it is not likely that the kitchen will be available.
3. For estimating income, 25% of the total availability for the kitchen is used
4. For estimating income, 50% of the dry storage space is assumed occupied
5. Operational costs are estimates.
6. Minimum 3% inflationary rate applied in most cases.
7. Furniture, fixtures & Equipment: surplus and donations.

Income vs. Expenses: Farm

YEAR 1: PROGRAM BUDGET

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income													
Farm Plots	\$0	\$0	\$0	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	\$1,320	\$0	\$0	\$0	\$7,920
Green House	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$2,100
2 X Hoop Houses	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
TOTAL INCOME													\$13,620
Expenses													
Manager	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Marketing	\$200			\$200				\$200				\$200	\$800
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
Insurance	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$200	\$1,000
TOTAL EXPENSE													\$9,600

PROFIT/LOSS YEAR 1	\$4,020
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YEAR 2: PROGRAM BUDGET (3% Inflation rate applied)

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income													
Farm Plots	\$0	\$0	\$0	\$1,360	\$1,360	\$1,360	\$1,360	\$1,360	\$1,360	\$0	\$0	\$0	\$8,158
Green House	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$180	\$2,163
2 X Hoop Houses	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$309	\$3,708
TOTAL INCOME													\$14,029
Expenses													
Manager	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Marketing	\$206			\$206				\$206				\$206	\$824
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$624
Insurance	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$200	\$1,000
TOTAL EXPENSE													\$12,048

PROFIT/LOSS YEAR 2	\$1,981
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YEAR 3: PROGRAM BUDGET (3% inflation rate applied)

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income													
Farm Plots	\$0	\$0	\$0	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$0	\$0	\$0	\$8,402
Green House	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$186	\$2,228
2 X Hoop houses	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$3,819
TOTAL INCOME													\$14,449
Expenses													
Manager	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Marketing	\$206			\$206				\$206				\$206	\$824
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$60	\$720
Insurance	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$200	\$1,000
TOTAL EXPENSE													\$12,144

PROFIT/LOSS YEAR 3	\$2,305
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Income & Expenses: Center

YEAR 1: PROGRAM BUDGET

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income													
Commercial Kitchen	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$19,500
Dry Storage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400	\$400	\$400	\$400	\$400	\$2,000
TOTAL INCOME													\$21,500
Expenses													
Manager	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Marketing	\$200			\$200				\$200				\$200	\$800
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$335	\$335	\$335	\$1,905
Propane (heat/Cooking)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$583	\$583	\$583	\$583	\$583	\$2,915
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200	\$200	\$200	\$200	\$1,000
Phone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$50	\$50	\$50	\$50	\$250
Internet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70	\$70	\$70	\$70	\$70	\$350
Building Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$5,500
Alarm Monitoring	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37	\$37	\$37	\$37	\$37	\$185
TOTAL EXPENSE													\$20,105

PROFIT/LOSS YEAR 1	\$1,395
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YEAR 2: PROGRAM BUDGET (3% inflation rate applied)

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income													
Commercial Kitchen	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000
Dry Storage	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
TOTAL INCOME													\$52,800
Expenses													
Manager	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Marketing	\$206			\$206				\$206				\$206	\$824
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$345	\$4,140
Propane (heat/Cooking)	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Insurance	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$206	\$2,472
Phone	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$624
Internet	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$72	\$864
Building Maintenance	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$1,003	\$12,037
BA / FA Alarm Monitoring	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$456
TOTAL EXPENSE													\$38,217

PROFIT/LOSS YEAR 2 **\$14,583**

YEAR 3: PROGRAM BUDGET (3% inflation rate applied)

	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Income (not escalated)													
Commercial Kitchen	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000
Dry Storage	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
TOTAL INCOME													\$52,800
Expenses													
Manager	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$824	\$9,888
Marketing	\$206			\$206				\$206				\$206	\$824
Training & Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$355	\$4,264
Propane (heat/Cooking)	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$7,416
Insurance	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$212	\$2,546
Phone	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$54	\$643
Internet	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$74	\$890
Building Maintenance	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$12,398
BA / FA Alarm Monitoring	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$470
TOTAL EXPENSE													\$39,338

PROFIT/LOSS YEAR 2 **\$13,462**

	\$2,000	\$2,000	3%	\$2,060 Mowing (\$65 / week for 7 Months + \$180 spring cleanup)
	\$2,400	\$0	3%	\$2,472 AC Maintenance
	\$5,000	\$840	3%	\$5,150 Building / Bathroom Cleaning
	\$269	\$0	3%	\$277 Fire Ext / light inspection
	\$200	\$0	3%	\$206 Fire Alarm Inspection
	\$270	\$270	3%	\$278 Water Test
	\$350	\$350	3%	\$361 Kitchen Fire Suppression Inspection
Year # 1 Total	\$10,489	\$3,460		\$10,804
		\$1,153		\$900