

REGULAR MEETING OF RSU NO. 5 BOARD OF DIRECTORS
WEDNESDAY– MARCH 11, 2020
FREEPORT HIGH SCHOOL - LIBRARY
6:30 P.M. REGULAR SESSION
AGENDA

1. Call to Order:

The meeting was called to order at _____p.m. by Chair Michelle Ritcheson

2. Attendance:

___ Kathryn Brown	___ Maura Pillsbury
___ Jeremy Clough	___ Michelle Ritcheson
___ Candace deCsipkes	___ Valeria Steverlynck
___ Lindsey Furtney	___ Madelyn Vertenten
___ Jennifer Galletta	___ Rhea Fitzpatrick – Student Representative
___ Susana Hancock	___ Liam Hornschild-Bear – Student Representative
___ Elisabeth Munsen	

3. Pledge of Allegiance:

4. Consideration of Minutes:

A. Consideration and approval of the Minutes of February 26, 2020 as presented barring any errors or omissions.

Motion: _____ 2nd: _____ Vote: _____

5. Adjustments to the Agenda:

6. Good News & Recognition: (20 Minutes)

- A. Maine Scholastics Art Competition Gold and Silver Key Recipients
- B. MPA Class B Boys Nordic Skiing State Champions
- C. Report from Board's Student Representative

7. Public Comments: (10 Minutes)

8. Reports from Superintendent:

NA

9. Administrator Reports:

NA

10. Board Comments and Committee Reports: (3 Minutes)

- A. Policy Committee

11. Policy Review: (15 Minutes)

- A. Consideration and approval of the following Policies (1st Read)

- 1. BEDB - Agenda
- 2. BEDI - Board Relations with the Media
- 3. JJIB - Sponsorship and Evaluation of Athletic Programs

Motion: _____ 2nd: _____ Vote: _____

12. Unfinished Business:
 - A. Budget Review:
 1. Budget Update - Becky Foley (15 Minutes)
 2. Board Deliberations on the FY21 Budget (60 Minutes)
13. New Business:
 - A. Presentation from the Sustainability Committee (30 Minutes)
14. Personnel:
NA
15. Public Comments: (10 Minutes)
16. Adjournment:

Motion: _____ 2nd: _____ Vote: _____ Time: _____

**RSU No. 5 Board of Directors Meeting
Wednesday, February 26, 2020 – 6:30 p.m.
Freeport High School - Library
Meeting Minutes**

Item # 4.A.

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the March 11, 2020 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 6:34 p.m.

2. MEMBERS PRESENT: Kathryn Brown, Jeremy Clough, Lindsey Furtney, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck, Madelyn Vertenten

MEMBERS EXCUSED: Candy deCsipkes

3. PLEDGE OF ALLEGIANCE:

4. CONSIDERATION OF MINUTES:

A. VOTED: To approve the Minutes of February 12, 2020. (Steverlynck - Munsen) (10 – 0)

5. ADJUSTMENTS TO THE AGENDA:

None

6. GOOD NEWS AND RECOGNITION:

A. Report from Board's Student Representative – No report

7. PUBLIC COMMENT:

Delbert Arris, Freeport

8. REPORTS FROM SUPERINTENDENT:

1. District Happenings

9. ADMINISTRATOR REPORTS:

A. Finance - Ann Cromer

10. BOARD COMMENTS AND COMMITTEE REPORTS:

A. Board Information Exchange and Agenda Requests - Valy Steverlynck mentioned the Wellness Policy doesn't address mental health. She also asked if we had a policy on infectious diseases. Maura Pillsbury mentioned Region Ten Superintendent Nancy Weed is retiring and there is a transition plan in place. Region Ten will also be suspending the math program.

B. Finance Committee

11. POLICY REVIEW:

None

12. UNFINISHED BUSINESS:

A. Budget Review:

1. Budget Update – Becky Foley

2. Instructional Support – Bonnie Violette

3. Morse Street School – Julie Nickerson

- 4. School Nutrition - Erin Dow
- 5. Technology - Jim Grant
- 6. Facilities and Transportation – Dennis Ouellette
- 7. Community Programs – Peter Wagner

13. NEW BUSINESS:

None

14. PERSONNEL:

None

15. PUBLIC COMMENT:

None

16. ADJOURNMENT:

VOTED: To adjourn at 8:40 p.m. (Hancock – Vertenten) (10 – 0)


Becky J. Foley, Superintendent of Schools



Item #10.A.

Durham • Freeport • Pownal

Policy Subcommittee Report

Committee: Policy

Meeting date: February 21, 2020

Chair: Candy deCsipkes

Committee Members in attendance: Candy deCsipkes, Kate Brown by phone, Cynthia Alexander

Absent: Maddy Vertenten

Guests: none

Review/Revise Policies:

The following policies were reviewed with no changes recommended.

- BEDC Quorum
- BEDD Rules of Order
- BEDF Voting Method
- BEDFA Abstentions
- BEDG Minutes
- BEDJ Broadcasting/Taping of Board Meetings
- BEDL Adjournments of Board Meetings
- JFAB Admission of Non-Resident Students
- JJ Extracurricular Activities
- JJAB Student Organizations - Limited Open/Closed Forum
- JHCA Open/Closed Campus (From previous agenda)

The following policies were revised and will be brought to the Board for 1st read on March 11, 2020.

- BEDB Agenda
- BEDI Board Relations with the Media
- JJIB Sponsorship and Evaluation of Athletic Programs

The next meeting will be held on March 6, 2020 at 8:30 a.m.

Submitted by: Cynthia Alexander



TO: Kathryn Brown, Jeremy Clough, Candace deCsipkes, Lindsey Furtney, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck, Madelyn Vertenten, Rhea Fitzpatrick, Liam Hornschild-Bear

CC: Julie Nickerson, Lisa Demick, Kelli Rogers, Ray Grogan, Erin Dow, Dennis Ouellette, Will Pidden, Craig Sickels, Jim Grant, Peter Wagner, Jen Gulko, Bonnie Violette, Emily Grimm, Conor Walsh, Charlie Mellon, Ann Cromer, Anne-Marie Spizzuoco, Beth Daniels, Deanna Coro, Pauline Gillis, Shawn McBean, Dorothy Curtis, Eugenia O'Brien, Hank Ogilby, Lisa Blier, Linda Pritchard, Jennifer Winkler, Nancy Drolet, Nancy Dyer, Jessica Sturges, Nancy Decker, Alicia DeRoche

FROM: Cynthia Alexander, Assistant Superintendent of Curriculum, Instruction, and Assessment

DATE: February 26, 2020

RE: Review/Update of Policies

At the March 11, 2020 Board of Directors Meeting, the following policies will be on the agenda for 1st Read and Review. The policies are attached.

1st Read Policies

BEDB - Agenda

BEDI - Board Relations with the Media

JJIB - Sponsorship and Evaluation of Athletic Programs

The following policies were reviewed with no recommended revisions and require no Board action.

BEDC - Quorum

BEDD - Rules of Order

BEDF - Voting Method

BEDFA - Abstentions

BEDG - Minutes

BEDJ - Broadcasting/Taping of Board of Directors Meetings by the Public

BEDL - Adjournments of Board Meetings

JFAB - Admission of Non-Resident Students

JHCA - Open/Closed Campus

JJ - Extracurricular Activities

JJAB - Student Organizations - Limited Open/Closed Forum

AGENDA

Agenda Preparation and Dissemination

The Superintendent, in consultation with the Chair, shall prepare an agenda for each meeting of the Board of Directors. Board members, school unit staff, groups or organizations, and members of the public may submit written requests to the Board through the Chair or the Superintendent for items to be placed on the agenda. The request must be received a minimum of seven days prior to the meeting at which the group or individual wishes the item to be addressed by the Board in order for it to be considered for the agenda of that meeting. The Chair and Superintendent shall make the final decision regarding placement of items on the agenda.

The agenda will be distributed to Board members, the media, and to designated school-affiliated organizations no later than five days prior to a regular meeting of the Board of Directors and no later than 24 hours prior to a special meeting. Copies of the agenda will be posted and/or available at the Superintendent's Office, town hall, and school unit website. Anyone desiring additional information regarding an agenda item should direct inquiries to the Office of the Superintendent. Copies of the agenda will also be available at the Board meeting.

In the case of an emergency meeting, notice of the agenda will be given as early as practicable and will be provided to the media at the same time and in the same manner that it is given to Board members.

Dissemination of Supporting Materials

As an accompaniment to the agenda, the Superintendent will provide to the Board such background materials and data that in their judgement are necessary for the Board to give informed consideration to agenda items. The Superintendent will also provide to the Board the draft minutes of Board meetings that will be presented for approval.

Additions and Adjustments to the Agenda

After the meeting has been called to order, the Superintendent or Board Chair may recommend additions and/or adjustments to the agenda of a regular meeting or, unless otherwise prohibited by Board policy, to the agenda of a special meeting.

Any Board member who wishes to add an item to the agenda may offer a motion to that effect. Such a motion shall require a second to proceed to a vote. ~~All~~ Any such additions to the agenda ~~by a Board member~~ must be approved by a majority vote of the members present and voting.

In order to facilitate its business or to accommodate groups in attendance, the Board of Directors may adjust the agenda by changing the order of business. Such adjustments shall require the consent of the Board by majority vote.

Legal Reference: 20-A MRSA § 1477 (RSU)

Cross Reference: BE—Board of Directors Meetings
BEDB-R—Agenda Format
BEDH - Public Participation at Board Meetings
KE - Public Concerns and Complaints

Adopted: November 18, 2009

Reviewed: March 23, 2011

Reviewed: January 22, 2014

Revised: _____

BOARD OF DIRECTORS RELATIONS WITH THE MEDIA

The Board of Directors believes that it has a responsibility to keep the public informed about the operations, programs, progress, and problems of the public schools. Consequently, Board of Directors meetings are open to the news media and public. In the event that representatives of the news media are unable to attend a meeting, upon request, the Superintendent shall provide a summary of important Board actions.

Public documents, as defined by state statute, will be made available as provided by statute and the school unit's procedures. Requests should be made to the Office of the Superintendent.

When individual Board members receive requests from news media representatives for information or comment as a representative of the Board, they shall refer such inquiries to the Board Chair who shall be public spokesperson for the Board. ~~Members retain the right to speak as a private citizen on any matters.~~

Legal Reference: 1 MRSA § 402

Cross Reference: KI - Visitors to the Schools

Adopted: November 18, 2009
Revised: April 27, 2011
Reviewed: February 26, 2014

SPONSORSHIP AND EVALUATION OF ATHLETIC PROGRAMS

It is the Board's desire to offer Regional School Unit No. 5 students athletic programming that provides diverse, developmentally appropriate opportunities and encourages student participation. At the same time, the Board recognizes that resources may not be available to fund all of the sports in which students and the community have an interest. In order to provide students with meaningful athletic experiences while maintaining high quality, sustainable programs, the Board adopts this policy governing sponsorship and evaluation of the school unit's athletic programs.

Through sponsorship, the school unit assumes responsibility for, and control of, a particular athletic program. Sponsorship requires Board approval. The school unit assumes responsibility only for those interscholastic athletic programs the Board has designated as school-sponsored.

The Board will approve for sponsorship only those programs that are consistent with its philosophy and policies and with regulations established by the appropriate governing bodies, including the Maine Principals' Association (which refers to its regulations as "policies"). Sponsorship does not mean that funding will be provided in whole or in part through the school unit's budget. Sponsorship is required even for activities that may be funded in full by booster organizations.

Sponsorship is required before any team may represent itself using the school name, to be eligible for league play and tournament participation, or to be eligible for school athletic awards.

The Board establishes the following process for the approval and evaluation of athletic programs.

A. CRITERIA FOR APPROVAL AND EVALUATION OF ATHLETIC PROGRAMS

The Athletic Director shall be responsible for developing a process for evaluating potential athletic programs and assessing the viability of existing programs. The process shall take into consideration the following factors, which shall be applied consistently to all programs:

1. Student body interest;
2. Community support;
3. Gender equity;
4. Impact on facilities;
5. Impact on existing programs;
6. Impact on administration and staff;
7. Expenses;

8. Availability of competition;
9. Potential to field competitive teams;
10. Alignment with Board philosophy and policies; and
11. Availability of funds, consideration of extraordinary costs (e.g., rental of facilities, transportation, specialized equipment), and other relevant data including Booster support.

The process should include a method for weighting and rating these criteria for comparison purposes.

B. APPROVAL OF NEW ATHLETIC PROGRAMS

Sponsorship of all new interscholastic athletic programs must be approved in advance. The Athletic Director shall be responsible for making and supporting recommendations during the budget development process prior to the proposed starting date. Recommendations are to be made based on data from the evaluation process.

The Board may impose conditions that must be met for the program to be approved.

Following initial approval, new programs will be placed on a two-year probationary status.

At the conclusion of the probationary period, the Athletic Director must submit recommendations for continued approval. The Board may provide for continuing approval, deny approval, or extend the probationary status for one additional year. ~~Probationary status shall not exceed two years.~~

C. EVALUATION OF EXISTING OR ONGOING SCHOOL-SPONSORED ATHLETIC PROGRAMS

Every athletic program will be reviewed on an “as needed” basis or when directed by the Board.

The purpose of evaluation is to ensure that all existing or previously approved programs continue to meet the standards and criteria established by the Board.

The evaluation of existing or ongoing approved programs will be done using the same process used to assess proposed programs.

Based upon the data, the Athletic Director shall make a recommendation to the Superintendent as to whether a program should continue or be deleted. The Board may decide not to fund or vote to eliminate any program that it deems no longer sustainable or in keeping with Board philosophy, standards or criteria.

D. DELEGATION OF AUTHORITY

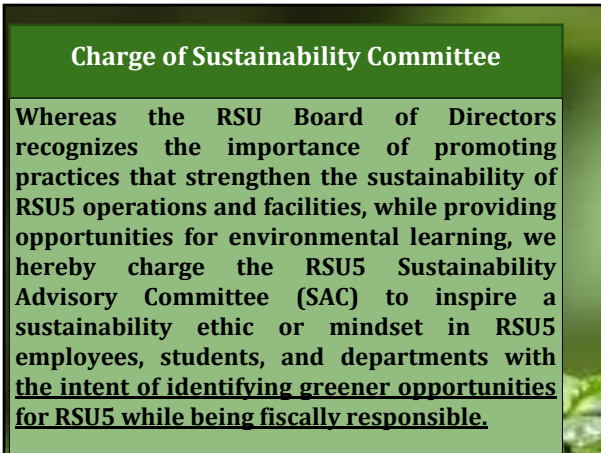
The Superintendent may appoint a program evaluation or review committee to perform evaluations of proposed and existing athletic programs. Any such committee must have balanced representation including the Superintendent and/or Athletic Director, a high school administrator, a middle school administrator, coaches, parents and students. Any such committee will use the process for program evaluation.

The committee shall be advisory to the Board. While it may make recommendations to the Board, the Board retains full authority over RSU5 athletic programs.

Cross Reference: ~~JJI Philosophy of Athletics~~
~~JJIBA Hiring and Evaluation of Coaches~~
~~JJIBB Sportsmanship~~
~~JJIBC Relations with Booster Groups (or alternative code KJA)~~

Adopted: March 27, 2013
Revised: _____

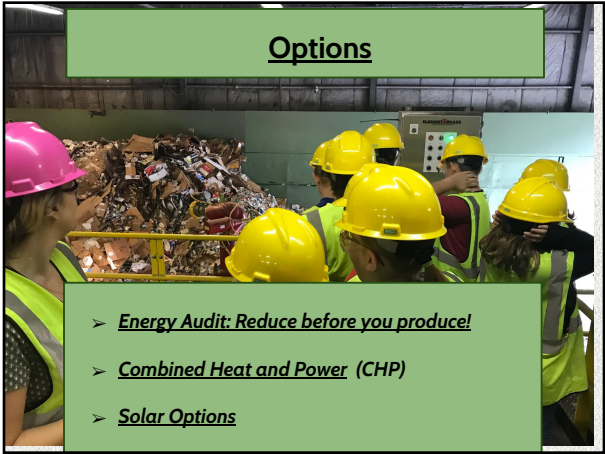






Options

- Energy Audit: Reduce before you produce!
- Combined Heat and Power (CHP)
- Solar Options




Audit

- Efficiency Maine: Scoping Audits
 - Lighting Efficiencies
 - Insulation Efficiencies
- Comprehensive Audit
 - All Schools
 - Mechanical Services
 - Apex
 - Honeywell
 - Cost
 - \$6-\$30,000





Efficiency Maine recommends an audit to identify potential projects and savings: reduce before you produce.




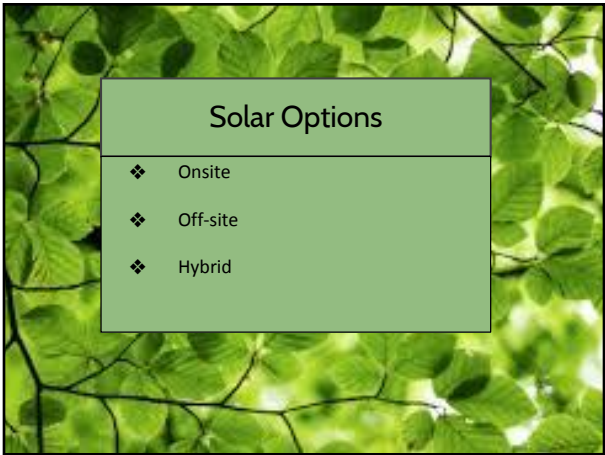
Combined Heat & Power

- Uses a generator to provide some electricity to one building
- RSU 5 doesn't use enough hot water to justify the cost of the system
- Typically used in hospitals/hotels or other high energy year round users
- After initial exploration, no one recommended this for schools due to cost and long term payback
- Would need a system for each building/school

Revision Energy

➤ **Provided the Committee 3 Options**





Solar Options

- ❖ Onsite
- ❖ Off-site
- ❖ Hybrid

On site Solar Project

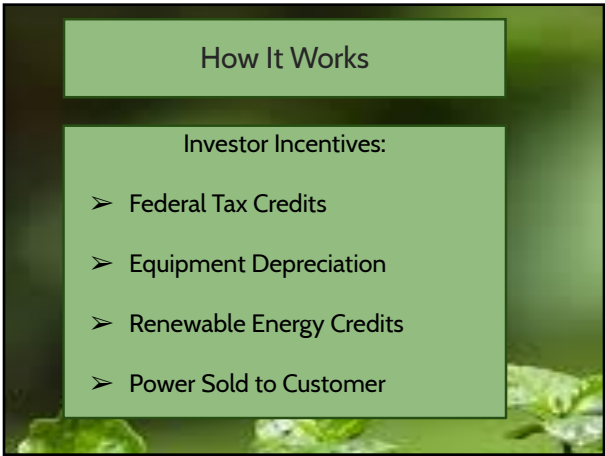
- Installed within the District, most likely on a roof, i.e. Freeport High School
- Investors purchase solar arrays
- No upfront costs in year one
- Six year buyout cost: \$383,000
- Ten year buyout cost: \$336,000
- Annual savings: \$6,000
- Life expectancy: 40 years

Off site Solar Project

- Installed on land outside the District
- Investors purchase solar arrays
- No financial costs to district other than the purchase of the power
- Annual savings: \$75,000
 - o Electricity Credit
- Term of PPA agreement: 20 years

Hybrid Solar Project

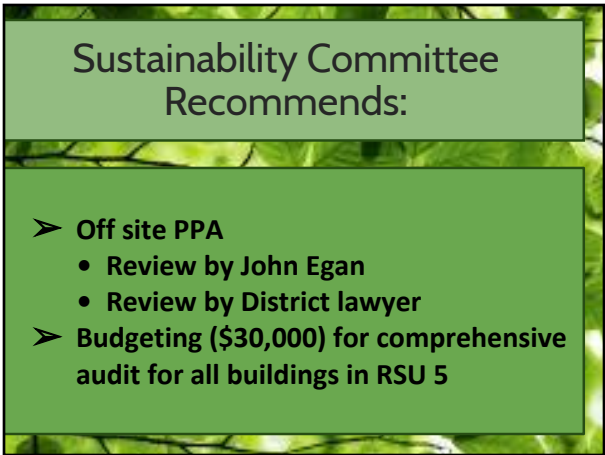
- Installed outside the District, most likely on land outside of RSU 5 and some solar panels installed in district most likely on a roof(s)
- Investors purchase solar arrays for offsite project, another investor purchases arrays for on site project
- RSU 5 would enter into a PPA for off site and another PPA for on site with another investor
- No financial costs other than the purchase of the power during PPA
- Buy out available for onsite at interval to be decided
- Annual Savings \$69,000
- PPA term: 25 years, at 25 years on site equipment would be offered at fair market value; life expectancy 40 years
- PPA term for off site is 20 years



How It Works

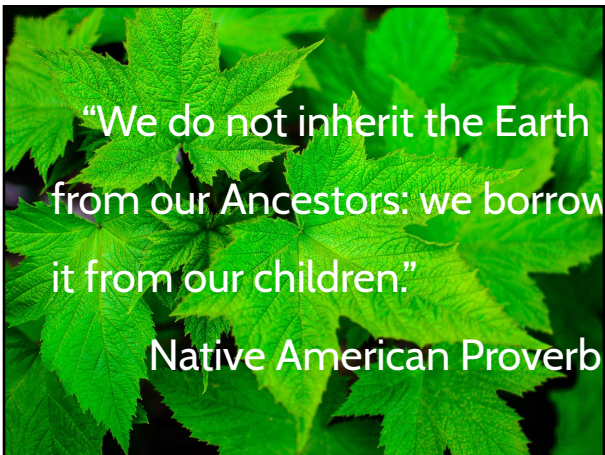
Investor Incentives:

- Federal Tax Credits
- Equipment Depreciation
- Renewable Energy Credits
- Power Sold to Customer



Sustainability Committee
Recommends:

- Off site PPA
 - Review by John Egan
 - Review by District lawyer
- Budgeting (\$30,000) for comprehensive audit for all buildings in RSU 5



“We do not inherit the Earth
from our Ancestors: we borrow
it from our children.”

Native American Proverb



Questions ???



REVISION ENERGY

RSU 5 Offsite Project - Financial Summary

Project Design

Project Size kW DC (Panels)	1570
Project Size kW AC (Inverters)	1210
Year 1 Projected Generation (kWh)	2,001,750

Energy rate projections

Expected annual credit value increase	2.5%
Year 1 credit value (\$/kWh)	\$ 0.1276
Year 5 credit value (\$/kWh)	\$ 0.1408
Year 10 credit value (\$/kWh)	\$ 0.1594
Year 15 credit value (\$/kWh)	\$ 0.1803
Year 20 credit value (\$/kWh)	\$ 0.2040

Environmental benefits

Annual CO2e offset (lbs)	2,118,000
Equivalent to...	
Gallons of gasoline not burned	108,061
Passenger cars removed from the road	202
Gallons of propane not burned	166,834
Pounds of coal not burned	23,112

***RECs owned by project investor

PPA Deal Structure

- 20-year agreement
- Zero upfront project cost for offtaker
- Project cost 100% financed by investor
- Investor monetizes incentives:
 - Federal investment tax credit
 - Bonus depreciation
- RECs owned by project investor
- Offtaker purchases energy produced
- Energy savings realized when credit value exceeds PPA rate

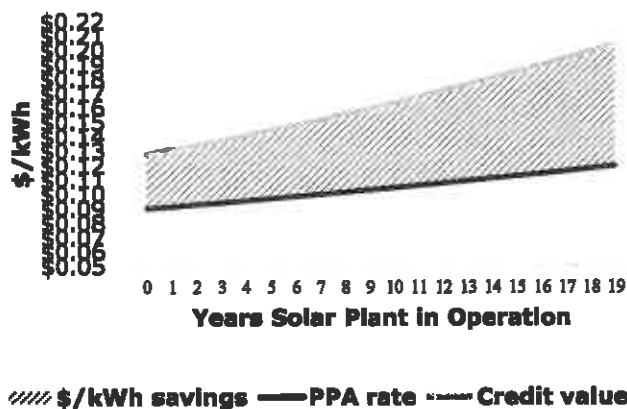
PPA Details

Y1 PPA Rate (\$/kWh)	\$ 0.0900
PPA Rate Escalator starting in Y2	1.5%

PPA Savings Opportunity

Approx. year 1 annual savings	\$ 75,000
5-year savings	\$ 410,000
10-year savings	\$ 911,000
15-year savings	\$ 1,515,000
20-year savings	\$ 2,234,000

PPA rate vs. Credit Value
Off-Site Project



20-year energy savings
Off-Site Project



RSU 5 Offsite Project - Sample Project



A representative remote-sited solar project. The primary system components include:

- Panels (DC energy collection)
- Inverters (AC energy conversion)
- Posts and racking (foundation for panels)
- Revenue grade meter (monitoring, data collection, and REC generation)
- Transformer, and other equipment required to interconnect with the utility grid
- Perimeter fence (safety)

1/7/2020

RSU 5 Offsite Project - Proposal Terms & Overview

Under Maine's new net energy billing regulations, monetary credits can be generated by solar arrays and allocated to utility customers' electric accounts in order to provide energy cost savings. This Power Purchase Agreement (PPA) proposal provides the opportunity to purchase the energy output from a solar project currently under development. Under the terms of the PPA, the customer purchases a specified percentage allocation of the solar generation and in turn receives a commensurate allocation of utility bill credits. To the extent that the energy bill credit value exceeds the PPA rate paid, energy savings are created.

The following terms highlight the specifics of this proposal:

Project Location:	Central Maine Power utility service territory. The exact project location is to be determined.
Contract term:	20 years, which matches the term of the net energy billing agreement with the electric utility. There can be options to extend the contract term by 5 or 10 years.
Year 1 PPA Rate (\$/kWh):	\$0.09 - this is what you will pay for each solar kilowatt-hour produced, according to your production allocation.
Annual Rate escalator:	1.5% - each year the PPA rate paid will increase by this percentage.
Approximate system size:	1,570 kW DC, 1,210 kW AC - this will either be constructed as a standalone system, or as a share of a larger system.
Approximate credit volume (kWh):	2,001,750 kWh. This number is approximate, as the actual volume will vary slightly based on actual solar project production.
Renewable Energy Certificate (REC) ownership:	Investor (project owner) retains ownership of the RECs and environmental attributes.

Next steps...

If you are interested in moving forward with this proposal, the next steps are to:

- Sign a Letter of Intent (LOI) formalizing your interest. This proposal will be included by reference, which will memorialize the above terms.
- Upon completion of the solar project's development, enter into a definitive PPA with the project owner.
- Begin receiving utility bill credits once the project is placed in service.

1/7/2020



REVISION ENERGY

PPA Project Summary- Freeport High School

Project Design

Project Size kW DC (Panels)	285.00
Project Size kW AC (Inverters)	233.30
Year 1 Projected Generation (kWh)	335,913

PPA Deal Structure

Upfront cost to project host	\$ -
Project cost financed by Investor	\$ 598,500
Investor monetizes Incentives:	
30% federal tax credit	
100% Bonus Depreciation	
Renewable Energy Credits (RECs)	

PPA Details

Year 1-2 PPA Rate (\$/kWh)	\$ 0.1100
PPA Rate Escalator starting in Y3	2.0%
Year 6 early buyout price	\$ 383,099

Term PPA

Approx. annual savings	\$ 6,000
10-year savings	\$ 81,000
25-year savings	\$ 282,000

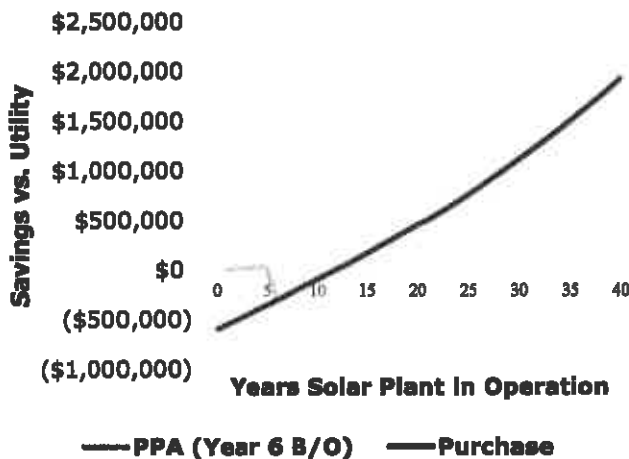
PPA with year 6 buyout

Years 1-5	
Approx. annual savings	\$ 6,000
Year 6 buyout	
Upfront Investment	\$ 383,099
Y 1-5 savings	\$ 36,000
Buyout depreciation	\$ -
Net Investment	\$ 347,099
Years 6-40	
Annual energy savings	\$ 47,000
Annual REC revenue	\$ 5,000
25-year savings	\$ 761,000
40-year savings	\$ 1,927,000

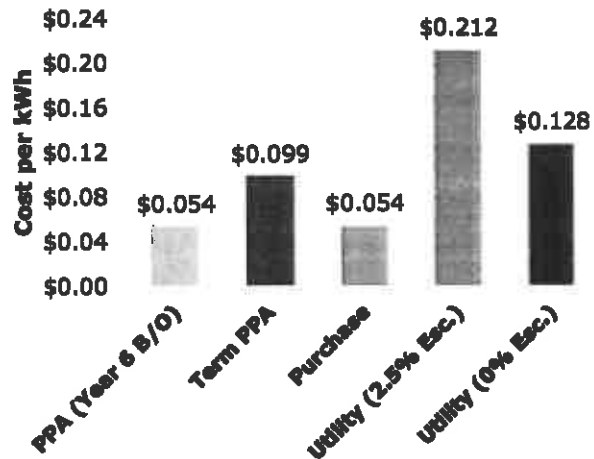
Environmental Benefit

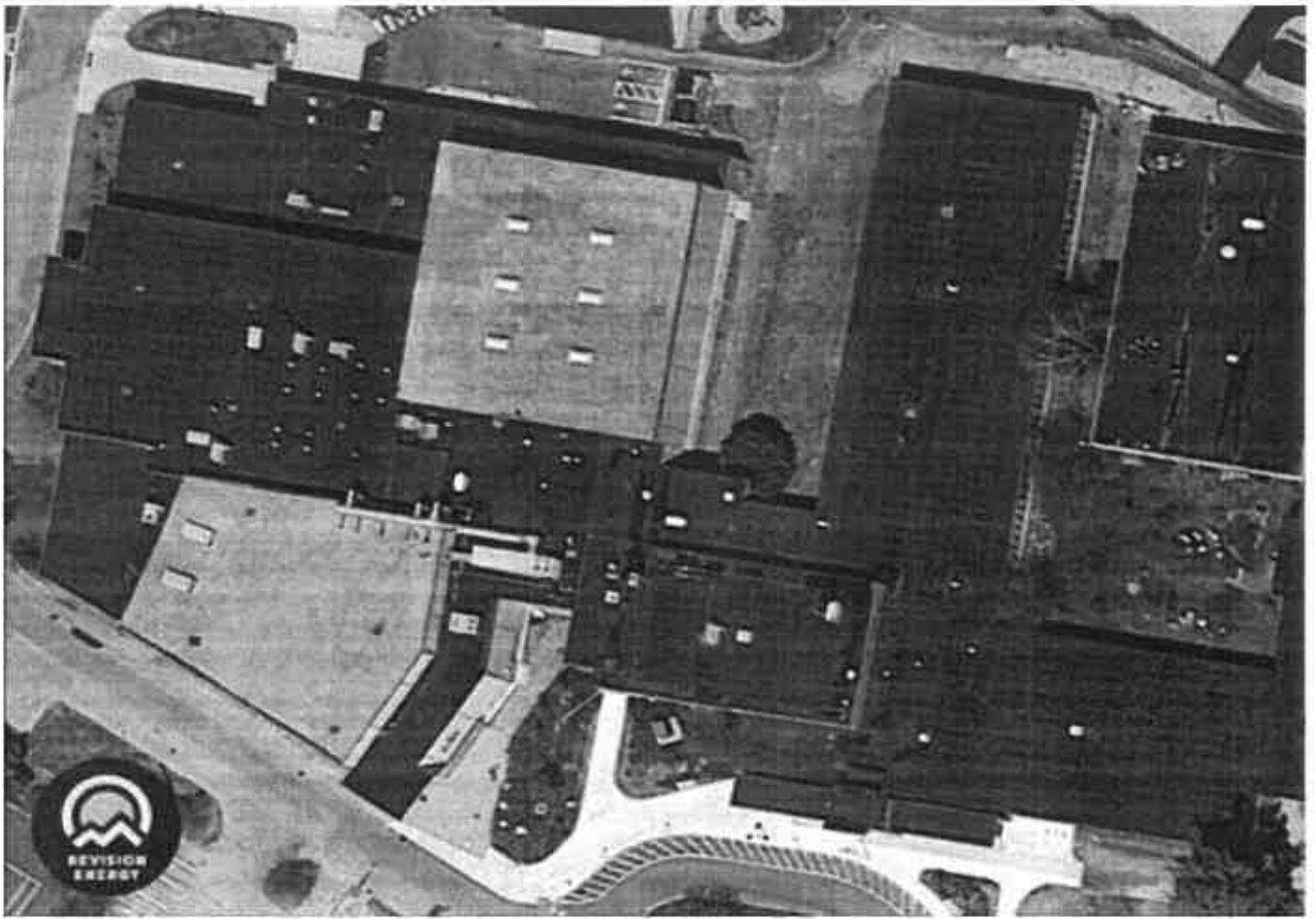
Annual CO2e offset (lbs)	355,396
Equivalent to...	
Gallons of gasoline not burned	18,132
Passenger cars removed from the road	34
Gallons of propane not burned	27,994
Pounds of coal not burned	3,878

Solar Ownership



40 Year Cost of Energy







REVISION ENERGY

PPA Project Summary- Freeport High School

Project Design

Project Size kW DC (Panels)	285.00
Project Size kW AC (Inverters)	233.30
Year 1 Projected Generation (kWh)	335,913

PPA Deal Structure

Upfront cost to project host	\$ -
Project cost financed by investor	\$ 598,500
Investor monetizes incentives:	
30% federal tax credit	
100% Bonus Depreciation	
Renewable Energy Credits (RECs)	

PPA Details

Year 1-2 PPA Rate (\$/kWh)	\$ 0.1100
PPA Rate Escalator starting in Y3	2.0%
Year 10 early buyout price	\$ 336,395

Term PPA

Approx. annual savings	\$ 6,000
10-year savings	\$ 81,000
25-year savings	\$ 282,000

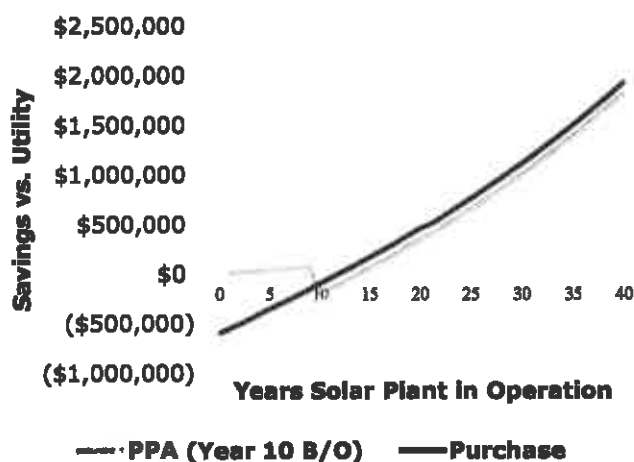
PPA with year 10 buyout

Years 1-9	
Approx. annual savings	\$ 6,000
Year 10 buyout	
Upfront Investment	\$ 336,395
Y 1-9 savings	\$ 71,000
Buyout depreciation	\$ -
Net Investment	\$ 265,395
Years 10-40	
Annual energy savings	\$ 51,000
Annual REC revenue	\$ 4,000
25-year savings	\$ 638,000
40-year savings	\$ 1,805,000

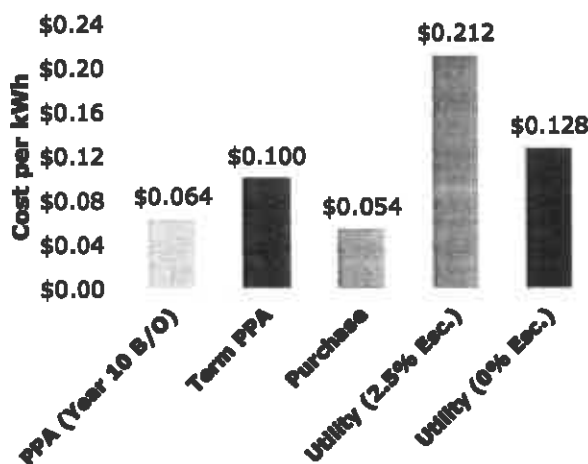
Environmental Benefit

Annual CO2e offset (lbs)	355,396
Equivalent to...	
Gallons of gasoline not burned	18,132
Passenger cars removed from the road	34
Gallons of propane not burned	27,994
Pounds of coal not burned	3,878

Solar Ownership



40 Year Cost of Energy





RSU 5 Solar PPA Options

	Year 1 Savings	5-Year Savings	10-Year Savings	20-Year Savings	25-Year Savings	40-Year Savings
On-Site Only (Term PPA)	\$ 6,000	\$ 36,000	\$ 81,000	\$ 203,000	\$ 282,000	NA
On-Site Only (Year 10 Buyout)	\$ 6,000	\$ 36,000	\$ (213,000)	\$ 337,000	\$ 638,000	\$ 1,805,000
Off-Site Only	\$ 75,000	\$ 410,000	\$ 911,000	\$ 2,234,000	NA	NA
Off-Site and On-Site (Term PPA)	\$ 69,000	\$ 378,000	\$ 841,000	\$ 2,067,000	\$ 2,146,000	NA
Off-Site and On-Site (Year 10 Buyout)	\$ 69,000	\$ 378,000	\$ 547,000	\$ 2,201,000	\$ 2,502,000	\$ 3,669,000