



FLEET MAINTENANCE AND REPLACEMENT PLAN



October 3, 2018

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INTRODUCTION TO THE FLEET MAINTENANCE AND REPLACEMENT PLAN

GOAL: To provide an effective, safe and reliable fleet, that can effectively respond to the needs of Park County and is the most cost effective, with available funding.

Fleet Maintenance and Replacement Plan:

The current fleet which consists of light duty trucks, heavy duty trucks and heavy equipment is an important asset to the County. Without reliable trucks and equipment all aspects of road maintenance and road upgrades will not be possible. The cost of our fleet represents a large portion of Park County's investments in functional resources. By adhering to the principles of asset management and the best management practices for making the most informed decisions possible for the maintenance of the existing fleet and the acquisition of new trucks and equipment, a safe and functional fleet will result. In addition, the disposal of older trucks and equipment must be managed to provide the most value possible.

The fleet maintenance and replacement plan is actually two distinct plans. The fleet maintenance plan is designed for the repair and preventative maintenance of the currently owned trucks and equipment. The replacement plan is designed to replace and dispose of the older equipment as efficiently as possible. A vehicle utilization analysis will be continuously performed to verify the need for existing equipment as well as the need for new equipment. The trucks and equipment that are in the fleet should be able to be utilized as much as possible throughout the year. Equipment that is un-used for long periods will lose its value or become obsolete prior to needing to be replaced. In certain situations it may be more advantageous to rent a piece of equipment for a short period of time to complete a specific task, than to add a new piece of equipment to the fleet.

The fleet maintenance and replacement plan involves several steps to be effective.

- Continually analyze the fleet maintenance cost, usage, acquisition costs and future needs.
- Review the overall condition and functionality of the fleet
- Establish the most cost effective and appropriate method of repair or maintenance.
- Implement and adhere to a proven schedule of preventative maintenance.
- Evaluate and recommend fleet assets for replacement or deletion from the fleet
- Evaluate and recommend new fleet assets to be added to the fleet
- Continually monitor existing budget and look for new and additional funding sources.

MAINTENANCE

An effective fleet maintenance plan is the single most important factor in obtaining the full life of the trucks and equipment in the fleet. Preventative maintenance will ensure that the trucks and equipment will provide a safe and acceptable level of service throughout their life cycle. A good preventative maintenance program minimizes down time as it typically helps to prevent major repairs from being needed. Preventative maintenance consists of scheduling services, inspections and repairs to prevent potential problems and down time of the vehicles. Preventative maintenance is a proactive approach to ensure that the vehicles in the fleet are both safe and reliable.

All trucks and heavy equipment will be scheduled for preventative maintenance in accordance with the manufactures recommendations. Servicing intervals will strictly follow manufactures recommendations. Due to the diversity of the fleet the preventative maintenance intervals will vary from truck to truck and for each type of equipment. Only proven high quality lubricants, filters and other wear parts will be utilized. In addition lubrications and parts will be in line with the manufacture recommendations to prevent voiding any warranties.

Vehicle inspections have two components, operator inspections and maintenance technician inspections.

- Operators are required to complete both pre and post trip inspections on all trucks and equipment. These inspections are based on standard inspection check lists. Records of these inspections will be maintained. If any maintenance is required the vehicle will be taken in for service and the required maintenance will be performed prior to the vehicle being placed back into service.
- Fleet Maintenance Technicians will also perform comprehensive inspections on all trucks and equipment that is brought in for service. This is preformed to identify potential functional problems as well as safety concerns before a major break down occurs.

The inspections play a vital role in maintaining a safe and effective fleet that can be counted on each day with minimal down time.

MAINTENANCE DATA BASE

A comprehensive data base will be maintained for all vehicles in the fleet. The data base will be used to track preventative maintenance intervals as well as parts used. This data base will assist in making the maintenance more proactive by indicating reoccurring problems so that cost effective solutions can be found. In addition the data base will provide useful information on where each vehicle is in its life cycle. The key components of the data base are as follows:

- Preventative maintenance cost tracking
- Repair cost tracking

- Usage of the vehicle
- Mechanic time spent on each vehicle
- Fuel consumption and operating efficiency of the each vehicle
- Optimize the routine maintenance intervals
- Allow us to set realistic replacement parameters
- Allow us the opportunity to optimize the replacement parts on hand to avoid having trucks or equipment down waiting on parts.

FLEET REPLACEMENT PLAN

The fleet replacement plan is the guide for replacement of vehicles in the fleet. It is based upon the age of vehicles as well as the usage of each vehicle. The maintenance data base will also be used as a guide to determine replacement intervals, as well as check the maintenance cost verses the actual value of each piece of equipment. Some vehicles life span will be extended due its actual usage and condition.

GUIDELINES

- The available funds will be used to replace vehicles and equipment when there useable life span has been reached.
- Replacement funds will only be used to replace existing vehicles and equipment.
- Evaluations of all fleet vehicles will be made annually to determine vehicles and equipment that are good candidates for replacement.
- The equipment purchases will follow the County purchasing policy and the bidding process.
- Alternatives for the disposal of the old vehicles and equipment will be optimized to provide the highest return on the investment. This would include trade-in as well as sale.
- Once a replacement vehicle is purchased, the projected annual usage of the vehicle will be determined as well as the need to replace it in the next replacement cycle.
- If equipment needs to be up graded a justification will be provided.

- In certain situations vehicles and equipment can be purchased through the replacement fund, if another vehicle or piece of equipment is sold and those funds are used for the new purchase. All purchases will strictly follow the County purchasing policy.
- In some instances where auxiliary equipment which serves a specific need but is not in continual use and will typically see low annual hours needs to be replaced due to obsolescence or other reasons it may be replaced with a quality used vehicle or piece of equipment in order to reduce the replacement costs.
- Efforts will be made to purchase multi use vehicles and equipment whenever possible to optimize the fleet.
- All vehicle and equipment purchases will require approval in accordance with the county purchasing policy. New technologies and add on features to new vehicles and equipment will first be evaluated to determine the cost verse benefit of these additions to new vehicles and equipment.

REPLACEMENT SCHEDULE

The replacement schedule will vary depending upon the type of vehicle and its intended usage. Every attempt will be made to replace equipment prior to the vehicle or equipment reaching its life cycle. A large portion of the County owned equipment does not see consistent use and therefore does not see the high annual hours that equipment such as graders will. The following is a general guideline for replacement.

- **Light Trucks** the light trucks will usually see approximately 13,000 hours annually, in consideration of resale value a realistic replacement interval would be 10 years.
- **Plow trucks** the plow trucks only see use in the winter months and typically see 6,000 miles per year. On the other side the tandem dump trucks are only used in the summer months and typically see 6,000 miles per year. Therefore the goal will be to replace both plow trucks and tandem dump trucks with multi use trucks that can be in use in both winter and summer and should see approximately 20,000 or more miles per year. This would equate to a usable life span of 15 to 20 years for the trucks as well as make the fleet more efficient by reducing the overall number of heavy duty trucks.
- **Semi-Trucks** The semi tractors are the most efficient means to move material to the job sites and therefore are an important part of the fleet. These tractors in an on-highway application typically have a useful life span of near 1,000,000 miles. However in the harsh environment of Park County that life span is significantly reduced to approximately 400,000 to 500,000 miles. Due to the availability of quality used trucks these can be effectively replaced in many cases with used trucks at a substantial cost reduction. In addition, multi-use trucks could also serve as viable replacements.

- **Auxiliary Equipment** The auxiliary equipment consists of all equipment that has a vital role in routine maintenance as well as in road improvement projects. However this equipment does not see the consistent high hours that trucks and graders typically see. This equipment also can often be replaced with quality used equipment and has long useable life spans. Because of the low hours of operation this equipment must be tracked to ensure that it is replaced prior to losing its value due to obsolescence.

In all aspects full evaluations of the trucks and equipment is necessary to determine the optimal replacement times for the trucks and equipment that does not see consistent high hours or high mileage. Many factors must be considered in replacing trucks and equipment. For example a truck could have a new engine or drive train installed which would not significantly affect its overall value but would significantly extend its useful life cycle.

Based upon annual and semiannual evaluations of the trucks and equipment another option that could be explored would be reconditioning of the equipment as opposed to replacement. The problem with reconditioning is that often the cost for reconditioning does not increase the overall value of the piece of equipment. However, reconditioning can significantly extend the life cycle of trucks and equipment. A detailed determination and assessment will need to be made prior to having reconditioning performed on equipment

The fleet replacement plan is attached. The plan has two parts one is for the replacement of graders as they are our major type of heavy equipment. The other aspect of the plan is for the replacement of other equipment and trucks, both light duty and heavy duty.

GRADERS

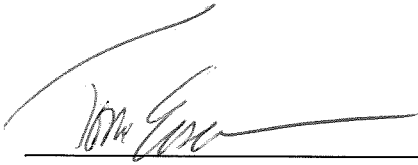
The graders are used year round both to provide routine maintenance and for snow removal. Additionally the graders are invaluable for project completion. Each grader typically logs approximately 1000 hours annually. As with all trucks and equipment as the equipment ages the value will decrease and they should be replaced prior to any catastrophic failures. While it would be ideal to trade them in at no more than 15,000 hours this is not realistic considering the age of the current grader fleet, the number of graders in the fleet and budgetary constraints. The attached plan turns these machines over at approximately 20,000 to 25,000 hours.

TRUCKS AND AUXILARY EQUIPMENT

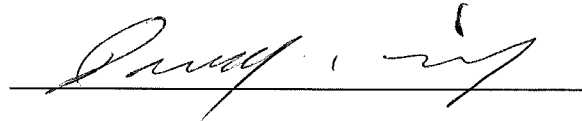
The attached plan provides monies to be used for the replacement of trucks and other equipment as well as graders. The trucks and other equipment will be evaluated for safety as well as functionality and need. It is anticipated that the needs for trucks and equipment will change as the county road system is improved. Over time grader miles on main roads will be reduced with the graders utilized more for routine maintenance of subdivision roads and less for snow removal as gravel roads are transformed into hard surfaced roads. This will also increase the need for additional multi use trucks to both plow snow in the winter and haul gravel in the summer. Therefore, the needs for replacement of this auxiliary equipment

will vary each year. The needs for the equipment will be re-evaluated annually as well as the equipment to be replaced. A large portion of the funding for the replacement of this equipment will come from the sale or trade in of the existing equipment. Depending on what is going to be replaced quality used equipment may be the most cost effective option available. Every effort will be made to streamline the entire fleet to make it as efficient as possible.

Date: October 11, 2018



Tom Eisenman, County Manager



Darrell Evig, Public Works Director



Mike Brazell, Board of County Commissioner



Dick Elsner, Board of County Commissioner



Mark Dowaliby, Board of County Commissioner

GRADER/EQUIPMENT REPLACEMENT

BUDGET

The following grader/equipment replacement plan is based upon current budget numbers for 2018 as well as projected revenues and expenditures from 2019. The expenses as well as revenue currently do not include inflation. The attached budget sheet includes the re-payment of the existing JP Morgan loan as well as the payment of the \$65,000/year (SIB) for the CR 77 project through the year 2028. Also included are new pit lease fees of \$15,000 for the Sulpher Mountain and Chaparrel pits. Based upon a steady revenue the plan would be sustainable well into the future.

GRADER REPLACEMENT

Having reliable functioning graders is of paramount importance to the County for performing routine maintenance of existing gravel roads as well as for snow removal and completion of projects for the improvement of County roads.

Typically, an ideal grader replacement plan would be to replace graders when they reach 12,000 to 15,000 hours. As the hours increase above 15,000 the occurrence of major repairs as well as catastrophic failure increase significantly. Currently the average hour readings on the graders in the fleet is over 12,500, with 6 of the graders at over 15,000 hours and three over 18,000 hours. On average each grader incurs approximately 1,000 hours per year.

In looking at options for a grader replacement plan the driving factor was to work within budget constraints and replace graders at the lowest number of hours as possible. After examining several options for replacement the most feasible option that is sustainable well into the future would be to reduce the grader fleet by 3 graders and use these funds to purchase 1 grader in 2018. Beginning in 2019 3 graders would be leased on a 5 year term from Wagner Equipment. The cost of leasing 3 graders would be \$225,540 per year to include a 5 year extended

warranty on all 3 machines. The advantage of having these graders under warranty would be that the County would only need to perform routine preventative maintenance on them. At the end of the 5 year term these graders would be purchased with a \$1.00 buy out and 3 more graders would be leased. This cycle would be repeated every 5 years. This plan would replace graders at between 20,000 hours and 25,000 hours. The attached Grader replacement plan is based upon leasing all M140 6 wheel drive graders. These are the most expensive grader that would be leased and was used for calculations to prove the sustainability of the plan. Only a few of the M140 6 wheel drive graders will actually be purchased for use in the higher elevations with the majority of the graders being M140 (4) wheel drive units. This will result in additional cost savings over what is shown on the attached plan.

AUXILARY EQUIPMENT

The replacement plan includes \$50,000 per year as well as \$150,000 every 5th year for the replacement of equipment other than graders (auxiliary equipment). Additional funds for the replacement of this equipment will be generated from the sale or the trade in of the older equipment. Auxiliary equipment includes but is not limited to light duty trucks, heavy duty trucks, semi tractors, dozers, loaders backhoes and plow trucks. This equipment although necessary for maintenance of county roads typically does not accrue as many hours annually as do the graders. Each year this equipment will be evaluated for replacement. Factors which will be considered are, but not limited to, the condition of the equipment, resale value, need for the equipment and potential for optimization of the fleet. A majority of this equipment can be effectively replaced with quality used equipment, which will result in significant cost savings. In addition in optimizing the fleet the purchase of multi-purpose trucks will be a viable option. For example 1 plow truck and 1 one tandem dump truck could be replaced by 1 multi-purpose truck. In addition some equipment that is seldom used and serves only one purpose could be sold and a rental used only when needed this would further increase available funds for the replacement plan.

1# BUDGET REDUCTION PLAN FOR GRADER REPLACEMENT

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SALE OF EQUIPMENT/GRADER TRADE IN	\$189,375.00	\$180,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00
FUND BALANCE FROM PREVIOUS YEAR	\$2,594,485.00	\$2,354,759.00	\$1,698,391.00	\$1,616,200.00	\$1,534,009.00	\$1,451,818.00	\$1,369,627.00	\$1,317,436.00	\$1,235,245.00	\$1,163,054.00	\$1,090,863.00	\$1,018,672.00
REVENUE	\$6,774,867.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00
TOTAL MONEY IN	\$9,558,727.00	\$8,334,759.00	\$7,498,391.00	\$7,416,200.00	\$7,334,009.00	\$7,251,818.00	\$7,349,627.00	\$7,117,436.00	\$7,035,245.00	\$6,963,054.00	\$6,890,863.00	\$6,998,672.00
A) DEBT SERVICE	\$513,643.00	\$864,643.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$290,466.00	\$225,466.00
B) GRADER PURCHASE	\$320,000.00											
C) OTHER EQUIPMENT FUND	\$203,600.00											
CAPITAL EXPENDITURES	\$155,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
D) PIT LEASE FEES	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
E) SUPPLE. EQUIPMENT REPLACEMENT							\$150,000.00					\$150,000.00
F) EXPENSE OPERATIONS	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00
G) EXPENSE PERSONNEL	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00
H) EXPENSE PROJECT RELATED	\$770,000.00	\$480,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00
TOTAL EXPENSES	\$7,203,968.00	\$6,636,368.00	\$5,882,191.00	\$5,882,191.00	\$5,882,191.00	\$5,882,191.00	\$6,032,191.00	\$5,882,191.00	\$5,872,191.00	\$5,872,191.00	\$5,872,191.00	\$5,907,191.00
ENDING BALANCE (reserve fund)	\$2,354,759.00	\$1,698,391.00	\$1,616,200.00	\$1,534,009.00	\$1,451,818.00	\$1,369,627.00	\$1,317,436.00	\$1,235,245.00	\$1,163,054.00	\$1,090,863.00	\$1,018,672.00	\$1,091,481.00
Difference year to year		-\$656,368.00	-\$82,191.00	-\$82,191.00	-\$82,191.00	-\$82,191.00	-\$52,191.00	-\$82,191.00	-\$72,191.00	-\$72,191.00	-\$72,191.00	\$72,809.00
NUMBER OF GRADERS PURCHASED	1											
NUMBER OF GRADERS LEASED		3					3					3
YEARS GRADERS WILL BE REPLACED												
TERM OF LEASE WITH \$1 BUY OUT		START				END	START				END	START

1# BUDGET REDUCTION PLAN FOR GRADER REPLACEMENT (With no increases due to inflation)

A) DEBT SERVICE IS COMPOSED OF THE EXISTING JP MORGAN LOAN of \$513,643 (through 2019), SIB of \$65,000 (through 2028), and GRADER LEASE @ 5.35% INTEREST for a total of \$225,466 annually (3 graders at \$75,155 each)

B) COST OF ONE GRADER OUTRIGHT PURCHASE

C) OTHER EQUIPMENT FUND: Includes 4 sign boards at \$13,400 each, 3 trucks at \$150,000; All to be purchased in 2018.

D) PIT LEASE FEES (Lease fees for Sulpher Mountain and Chaparell Pits) Note: Anticipated not renewing the Chapparell lease after 2026

E) SUPPLEMENTAL EQUIPMENT REPLACEMENT (Additional funds that will be taken from the reserve budget as funding will allow to supplement the purchase of other equipment. Budget amount will reflect in Capital Expenditures)

F) EXPENSE OPERATIONS (Includes all budget line items except for: road base, chip agg., road oil, dust suppressent, other road materials, debt service, capital expendatures and salary allocation)

G) EXPENSE PERSONNEL (Salary allocation, includes a merrit based increase of 3%)

H) EXPENSE PROJECT RELATED (Project budget will be reduced to \$300,000 in 2019, allowing for the maintenance of existing MAG and approximatly 4 miles of hard surface repair, as well as an increase in-house maintenance)

1# BUDGET REDUCTION PLAN FOR GRADER REPLACEMENT

2030	2031	2032	2033	2034	2035
\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00	\$0.00
\$1,091,481.00	\$1,084,290.00	\$1,077,099.00	\$1,069,908.00	1,062,717	1,135,526
\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00	\$5,800,000.00
\$6,891,481.00	\$6,884,290.00	\$6,877,099.00	\$6,869,908.00	\$7,042,717.00	\$6,935,526.00
\$225,466.00	\$225,466.00	\$225,466.00	\$225,466.00	\$225,466.00	\$225,466.00
\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00		\$50,000.00
\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$1,926,725.00	\$150,000.00 \$1,926,725.00	\$1,926,725.00
\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00	\$3,300,000.00
\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00	\$300,000.00
\$5,807,191.00	\$5,807,191.00	\$5,807,191.00	\$5,807,191.00	\$5,907,191.00	\$5,807,191.00
\$1,084,290.00	\$1,077,099.00	\$1,069,908.00	\$1,062,717.00	\$1,135,526.00	\$1,128,335.00
-\$7,191.00	-\$7,191.00	-\$7,191.00	-\$7,191.00	\$72,809.00	-\$7,191.00

END START

GRADER REPAACEMENT BASED UPON KNOW FUNDS AS OF 2018 TURNING IN MACHINES AT 20000-24,000 HOURS

2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
17,000	18,000	19,000	20,000	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000
11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	0	1,000	2,000	3,000	4,000	5,000	6,000
11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000
16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000
6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000							
1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000
1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	0	1,000
11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	0	1,000	2,000	3,000	4,000	5,000	6,000
1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	0	1,000
6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	0	1,000	2,000	3,000	4,000	5,000	6,000
6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000	20,000	21,000	22,000	23,000	24,000	0	1,000
22,287	23,287	24,287	25,287																	
20,990	21,990	22,990	23,990	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	0	1,000
22,293	23,293	24,293	25,293	0	1,000	2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000	10,000	11,000	12,000	13,000	14,000	0	1,000
				0					0					0					0	
				3					3					3					3	
				4					3					4					3	
				end lease	Start lease				end lease	Start lease				end lease	Start lease				end lease	Start lease