



OPM Roundtable, February 28, 2018

Furnitures, Fixtures, and Equipment
Cash Flow Overview

Massachusetts School Building Authority

Deborah B. Goldberg
Chairman, State Treasurer

James A. MacDonald
Chief Executive Officer

John K. McCarthy
Executive Director/Deputy CEO

COST AND PRODUCT DATA FOR FF&E

February 28, 2018



OBJECTIVES

- Increase awareness of the types of Furniture, Fixtures, and Equipment (FF+E) data that is being collected by the MSBA
- Learn how to access FF+E data and reports
- Gain understanding of the preliminary & long-term benefits and uses of FF+E data
- Learn more about the MSBA Collaborative Purchasing Initiative, including the tools and resources available



FF&E DATA COLLECTION BENEFITS

- Transparency
- Expand Available Cost Information Already on Website to FF&E



HOW DID WE GET HERE?

Since 2016, we have been working with our stakeholders to develop cost saving ideas to assist school districts.

We conceptualized the idea of posting FF&E cost and product information; and received your feedback on the broad idea via surveys, meetings and conversations.

Our goal was to improve transparency but not impose additional requirements on districts. The majority of stakeholders indicated a willingness to complete the spreadsheet on a volunteer basis. As such, the product and cost data from each school has been generated by school district consultants.

We worked together with a small group of professionals, including procurement agents for towns and schools, interior designers, and opms to hone iterations of the concept.

We arrived at the current spreadsheet format through this approach.

FF&E Product and Cost Spreadsheets from **Six** 2017 Schools Are Currently Displayed on the MSBA Website



SOME FF+E DATA USES

MSBA

Help MSBA to Evolve
FF&E-related Policies

Help MSBA to Further
Develop FF&E-related
Cost Saving Programs,
such as Collaborative
Purchasing

MSBA Districts and Stakeholders

- Compare overall spending on FF&E for budgeting purposes re: similar type and size school
- Comparative FF&E cost and product information based on quantities purchased
- Quick Access to lump sum cost information for equipment by category
- Learn what brands of furniture are popular to start conversations about outfitting your school



FF&E COST AND PRODUCT DATA SUPPORTING SCHOOL DISTRICTS

- Utilized FF+E experts to understand industry-based language to adequately develop infrastructure to collect FF+E data across the state
 - Created instructions and procedures for collecting FF+E data
 - Developed detailed categories of product and cost information for individual furniture items
 - Identified related categories of Equipment for lump sum cost information
 - Designed Excel template to systemically collect FF+E data from recently opened MSBA schools
- Created FF+E Product and Cost Information Webpage



FF&E COST AND PRODUCT DATA SUPPORTING SCHOOL DISTRICTS

Main Components of FF+E Webpage

- [Step-by-step instructions](#) for completing FF+E spreadsheet
- [Excel template](#) for entering FF+E Data
- FF+E Datasets (By School):
 - Six new schools completed in 2017 completed spreadsheet ([e.g., see: Plymouth South High School](#))
- Ongoing reports to summarize:
 - [Total FF+E costs](#) by grades served, enrollment, etc.;
 - [Aggregated total costs](#) of Fixtures & Equipment by subject/area (Art, Music, Gym, Kitchen, etc.)

FURNITURE, FIXTURES AND EQUIPMENT PRODUCT AND COST INFORMATION

The screenshot shows the website for the Massachusetts School Building Authority (MSBA). The page title is "Furniture, Fixtures, and Equipment Product and Cost Information". The page content includes a navigation menu, a search bar, and several sections of text and links. The main content area is titled "Furniture, Fixtures, and Equipment Data Collection: Categories of Interest" and "Furniture, Fixtures, and Equipment Data Collection: Spreadsheet". It provides instructions for users to complete the spreadsheet and submit it. The page also lists links to various data collection spreadsheets and reports, such as "Furniture, Fixtures, and Equipment School Data" and "Furniture, Fixtures, and Equipment Reports & Presentations". The footer of the page includes the MSBA logo, contact information, and a copyright notice for 2011.

http://www.massschoolbuildings.org/building/furniture_fixtures_cost_info

NEXT STEPS

- Develop follow-up survey to stakeholders who completed FF+E Spreadsheet
- Assess necessary changes to FF+E data collection strategy, tools, and content
- Create reports to host on FF+E webpage
- Review & post other reliable cost and product information received from school districts
- Reach out to 2018 newly completed schools to begin FF+E Data Collection



COLLABORATIVE PURCHASING UPDATE

SUPPORTING SCHOOL DISTRICTS

FF&E expense always high

- Volume price discounts are available
- Combining purchases may make sense, especially for smaller districts



COLLABORATIVE PURCHASING UPDATE

SUPPORTING SCHOOL DISTRICTS

- Opportunities exist to stretch a school district's FF&E budget (MSBA contribution of \$1,200 per student is often not adequate to outfit school)
- Simple concept: School districts combine their FF&E purchases, create greater volume and potentially lower the unit cost of items
- (May work for technology too)



COLLABORATIVE PURCHASING: ITEMS INTENDED

Costly school furniture items lend themselves to bulk discounting:

- **Classroom Desks**
- **Classroom Seating**
- **Cafeteria Tables/Seats**

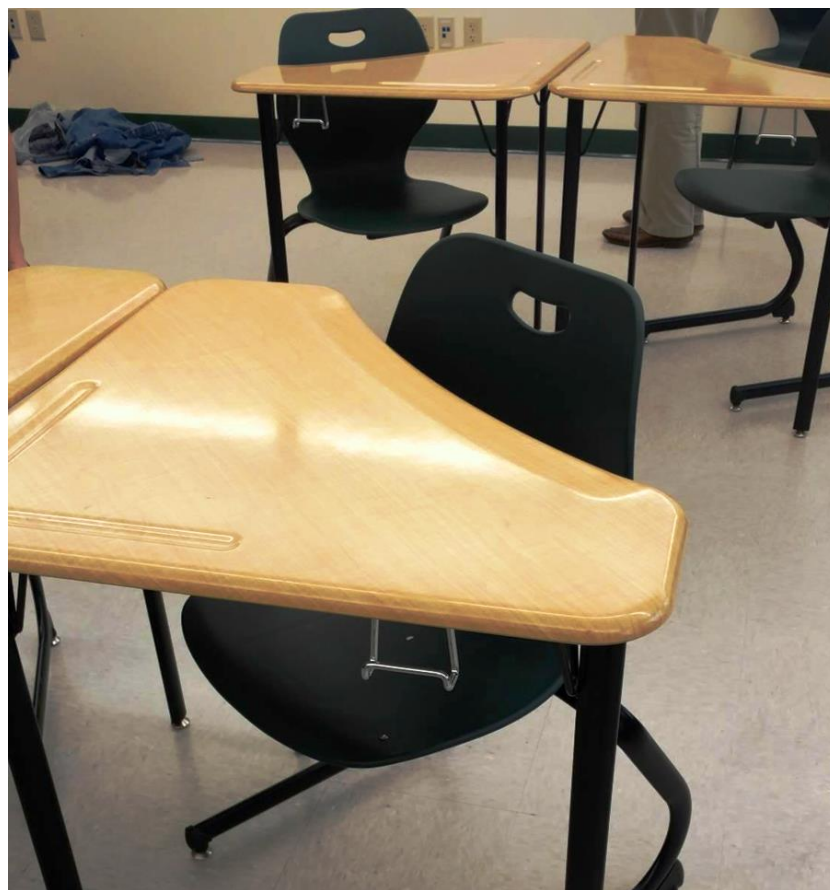


COLLABORATIVE PURCHASING: ITEMS INTENDED

Classroom Desks/Seating



*West Parish
Elementary,
2016
(Gloucester)*



*Minnechaug Regional
High School, 2012 (Wilbraham)*

COLLABORATIVE PURCHASING: ITEMS INTENDED

Classroom Seating



*Dr. Martin Luther King, Jr. School,
2016 (Cambridge)*



COLLABORATIVE PURCHASING: ITEMS INTENDED

Cafeteria Tables/Seats



*West Parish Elementary, 2016
(Gloucester)*



COLLABORATIVE PURCHASING: ITEMS INTENDED

Cafeteria Tables/Seats

*David J
Quinn Middle
School, 2012
(Hudson)*



COLLABORATIVE PURCHASING: ITEMS INTENDED

Cafeteria Tables/Seats

*Tahanto
Regional High
School, 2013
(Boylston)*



EXAMPLE OF DISTRICT LEADING COLLABORATION

District: Stoughton High school

Design Enrollment: 1065

Grades Served: 9 - 12

Anticipated Substantial Completion Date:

August 2019

OPM: Compass

Designer: DRA



COLLABORATIVE PURCHASING: 2019 SCHOOLS

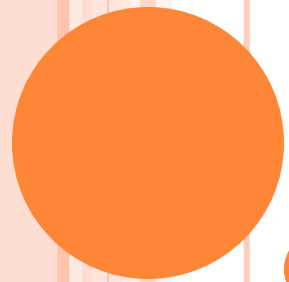
- 11 school districts and consultants invited to a meeting in Stoughton, MA on March 1st, 2018 to discuss the concept of collaboration
- This meeting to be followed by a visioning workshop with potential participants to choose furniture samples for viewing from popular manufacturers



COLLABORATIVE PURCHASING UPDATE: MSBA'S TOOLS FOR GETTING STARTED

- **MSBA FF+E Database** (Six new schools from 2017)
- **FF&E Research including:**
 - **MSBA Furniture Picture Catalog** (80 pages)
 - **K-12 Classroom Furniture Vendor “LookBook”**
 - **Sample Furniture Recommendations from Interior Design Professionals on MSBA Schools**





QUESTIONS?



Massachusetts School Building Authority

Deborah B. Goldberg
Chairman, State Treasurer

Maureen G. Valente
Chief Executive Officer

John K. McCarthy
Executive Director, Deputy CEO



Cash Flow



Agenda:

- ❖ MSBA Requirements
 - ❖ Contract (PFA)
 - ❖ Benefits
- ❖ MSBA Uses
 - ❖ Spreadsheet Overview
 - ❖ Data Compiled
 - ❖ Benefits
- ❖ Challenges



MSBA Contract

PFA Section 1-Definitions

- A detailed accounting of the projected amount of funding being received and expended by the District during the course of the Project on a **monthly basis**. (PFA Section 1-Definitions)



MSBA Contract

PFA Section 3-Covenants

3.10 ...to demonstrate that adequate funding for the Project is available, provide (a) ... (b) **an updated Project Cash Flow projection on a Monthly basis;** and (c) ...



MSBA Benefit

- Track project budget/grant
- Better understanding of project spending vs. progress
- Track against submitted costs
- Better plan MSBA financial obligations



District Benefits

- Predict FY available cash
- Project appropriations
- Predict and plan for remaining 5% holdback of Grant

Project Data



Project Costs from OPM				Actual Payment via ProPay						
	B	C	D	S	S'	T	T'	U	U'	V
Projected Date of Work (Exhibit D)	Projected Cost Monthly from Exhibit D of PS&B	Projected Cost Monthly (Updated Cashflow October 2017)	Projected Cost Monthly (Updated Cashflow January 2018)	Actual Cost Submitted	Cumulative Actual Submitted Cost	Eligible Cost	Cumulative Eligible Cost	Grant Payment	Cumulative Grant Payment	Comments
22										
23										
24	April-14	\$ -	\$ -		\$ 75,564	\$ 75,564	\$ 75,564	\$ 75,564	\$ -	
25	May-14	\$ -	\$ -		\$ -	\$ 75,564	\$ -	\$ 75,564	\$ 32,493	\$ 32,493
26	June-14	\$ -	\$ -		\$ -	\$ 75,564	\$ -	\$ 75,564	\$ -	\$ 32,493
27	July-14	\$ -	\$ -		\$ -	\$ 75,564	\$ -	\$ 75,564	\$ -	\$ 32,493
28	August-14	\$ -	\$ -		\$ 27,384	\$ 102,948	\$ 27,384	\$ 102,948	\$ -	\$ 32,493
29	September-14	\$ -	\$ -		\$ -	\$ 102,948	\$ -	\$ 102,948	\$ 11,775	\$ 44,268
30	October-14	\$ -	\$ -		\$ -	\$ 102,948	\$ -	\$ 102,948	\$ -	\$ 44,268
31	November-14	\$ -	\$ -		\$ 91,257	\$ 194,205	\$ 91,257	\$ 194,205	\$ -	\$ 44,268
32	December-14	\$ -	\$ -		\$ -	\$ 194,205	\$ -	\$ 194,205	\$ 39,240	\$ 83,508
33	January-15	\$ -	\$ -	\$ -	\$ 88,872	\$ 283,077	\$ 88,872	\$ 283,077	\$ -	\$ 83,508
34	February-15	\$ -	\$ -	\$ -	\$ 10,018	\$ 293,095	\$ 10,018	\$ 293,095	\$ 38,215	\$ 121,723
35	March-15	\$ 74,282	\$ -	\$ -	\$ -	\$ 293,095	\$ -	\$ 293,095	\$ -	\$ 121,723
36	April-15	\$ 143,892	\$ -	\$ -	\$ 64,200	\$ 357,295	\$ 64,200	\$ 357,295	\$ 4,308	\$ 126,031
37	May-15	\$ 146,642	\$ -	\$ -	\$ 5,600	\$ 362,895	\$ 5,600	\$ 362,895	\$ 27,157	\$ 153,188
38	June-15	\$ 140,205	\$ 47,700	\$ 47,700	\$ -	\$ 362,895	\$ -	\$ 362,895	\$ -	\$ 153,188
39	July-15	\$ 186,218	\$ 69,100	\$ 69,100	\$ -	\$ 362,895	\$ -	\$ 362,895	\$ -	\$ 153,188
40	August-15	\$ 185,944	\$ 95,500	\$ 95,500	\$ -	\$ 362,895	\$ -	\$ 362,895	\$ -	\$ 153,188
41	September-15	\$ 135,505	\$ -	\$ -	\$ -	\$ 362,895	\$ -	\$ 362,895	\$ -	\$ 153,188
42	October-15	\$ 25,029	\$ 346,000	\$ 346,000	\$ 239,200	\$ 602,095	\$ 239,200	\$ 602,095	\$ -	\$ 153,188
43	November-15	\$ 21,679	\$ 181	\$ 181	\$ -	\$ 602,095	\$ -	\$ 602,095	\$ 126,846	\$ 280,034
44	December-15	\$ 21,679	\$ 278,370	\$ 278,370	\$ 392,800	\$ 994,895	\$ 392,800	\$ 994,895	\$ -	\$ 280,034
45	January-16	\$ 592,142	\$ -	\$ -	\$ 86,321	\$ 1,081,216	\$ 70,644	\$ 1,065,539	\$ 182,632	\$ 462,726
46	February-16	\$ 646,131	\$ 77,784	\$ 77,784	\$ 297,165	\$ 1,378,381	\$ 193,871	\$ 1,259,410	\$ 32,856	\$ 495,582
47	March-16	\$ 795,853	\$ -	\$ -	\$ -	\$ 1,378,381	\$ -	\$ 1,259,410	\$ 90,170	\$ 585,752
48	April-16	\$ 849,842	\$ 120,601	\$ 120,601	\$ 6,384	\$ 1,384,765	\$ 6,384	\$ 1,265,794	\$ -	\$ 585,752
49	May-16	\$ 957,820	\$ 44,102	\$ 44,102	\$ 240,493	\$ 1,625,258	\$ 159,146	\$ 1,424,940	\$ 2,969	\$ 588,721
50	June-16	\$ 1,065,798	\$ 237,107	\$ 237,107	\$ 44,102	\$ 1,669,360	\$ 39,750	\$ 1,464,690	\$ 74,019	\$ 662,740
51	July-16	\$ 1,281,754	\$ 1,330,291	\$ 1,120,456	\$ 33,800	\$ 1,703,160	\$ 33,800	\$ 1,498,490	\$ 18,487	\$ 681,227
52	August-16	\$ 1,497,710	\$ 2,416,663	\$ 1,284,720	\$ 22,645	\$ 1,725,805	\$ 22,645	\$ 1,521,135	\$ 15,721	\$ 696,948
53	September-16	\$ 1,497,710	\$ 2,767,110	\$ 2,808,917	\$ 21,558	\$ 1,747,363	\$ -	\$ 1,521,135	\$ 10,532	\$ 707,480
54	October-16	\$ 1,281,754	\$ 2,136,897	\$ 2,117,680	\$ -	\$ 1,747,363	\$ -	\$ 1,521,135	\$ -	\$ 707,480
55	November-16	\$ 1,281,754	\$ 1,782,799	\$ 1,568,216	\$ -	\$ 1,747,363	\$ -	\$ 1,521,135	\$ -	\$ 707,480
56	December-16	\$ 1,065,798	\$ 1,222,082	\$ 1,885,742	\$ 313,755	\$ 2,061,118	\$ 292,445	\$ 1,813,580	\$ -	\$ 707,480
57	January-17	\$ 1,065,798	\$ 1,035,955	\$ 840,032	\$ 86,669	\$ 2,147,787	\$ 64,010	\$ 1,877,590	\$ 136,016	\$ 843,496
58	February-17	\$ 1,065,798	\$ 1,035,955	\$ 1,482,217	\$ 53,028	\$ 2,200,815	\$ 35,200	\$ 1,912,790	\$ 29,771	\$ 873,267
59	March-17	\$ 1,065,798	\$ 1,035,957	\$ 779,631	\$ 11,973,026	\$ 14,173,875	\$ 11,436,135	\$ 13,348,925	\$ -	\$ 873,267
60	April-17	\$ 1,065,798	\$ 1,398,174	\$ 771,609	\$ 787,875	\$ 14,961,750	\$ 787,875	\$ 14,136,800	\$ 5,335,318	\$ 6,208,585
61	May-17	\$ 1,065,798	\$ 1,456,439	\$ 786,609	\$ 785,711	\$ 15,727,461	\$ 708,471	\$ 14,845,271	\$ 366,441	\$ 6,575,026

Summary Data



Rate	Rate Y	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Total	Comm
	70.36%	\$0	\$0	\$0	\$0	\$0	\$109,024	\$30,794	\$171,821	\$12,679	\$217,256	\$208,813	\$208,813	\$959,200	Projection
	49.47%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$346,290	\$208,685	\$555,175	Projection
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	57.98%	\$83,897	\$46,710	\$31,462	\$112,586	\$28,350	\$119,723	\$13,364	\$28,475	\$265,259	\$273,956	\$271,057	\$398,613	\$1,673,450	Projection
	57.72%	\$0	\$0	\$903,261	\$436,460	\$427,560	\$421,750	\$470,266	\$461,212	\$460,013	\$439,238	\$450,782	\$436,257	\$4,906,800	Projection
	63.63%	\$950,547	\$946,466	\$1,003,933	\$963,205	\$954,170	\$176,612	\$1,362,233	\$1,356,722	\$1,660,115	\$672,427	\$696,797	\$731,032	\$11,474,259	Projection
	40.22%	\$102,761	\$36,626	\$106,190	\$0	\$202,650	\$0	\$206,604	\$653,888	\$695,352	\$715,564	\$795,335	\$811,087	\$4,386,058	Projection
	73.22%	\$196,577	\$55,226	\$78,898	\$261,253	\$2,579,216	\$1,576,452	\$1,066,184	\$36,592	\$1,122,323	\$1,531,030	\$1,648,182	\$1,750,690	\$11,902,624	Projection
	59.68%	\$1,290,652	\$1,184,902	\$1,646,329	\$1,533,165	\$2,324,389	\$2,370,210	\$2,677,965	\$1,792,561	\$1,363,966	\$2,123,235	\$1,991,343	\$1,934,647	\$22,233,384	Projection
	60.66%	\$382,628	\$211,321	\$442,232	\$1,007,537	\$1,027,141	\$1,039,509	\$2,370,224	\$754,036	\$977,342	\$2,324,911	\$2,565,918	\$3,906,851	\$17,009,709	Projection
	48.63%	\$78,732	\$85,662	\$77,638	\$79,324	\$94,050	\$89,280	\$48,122	\$189,854	\$171,580	\$338,189	\$333,005	\$572,563	\$2,157,999	Projection
	63.11%	\$36,162	\$7,699	\$29,886	\$25,063	\$46,522	\$62,367	\$130,304	\$321,213	\$784,541	\$587,309	\$1,106,318	\$1,119,948	\$4,257,331	Projection
	41.86%	\$1,470,271	\$1,608,755	\$1,569,554	\$1,867,379	\$2,720,656	\$3,661,760	\$4,462,861	\$4,662,074	\$4,065,388	\$3,685,363	\$3,888,293	\$3,759,329	\$37,421,684	Projection
	51.33%	\$433,441	\$460,881	\$264,576	\$246,621	\$0	\$162,689	\$427,675	\$300,119	\$414,903	\$1,046,379	\$1,123,374	\$987,349	\$5,868,008	Projection
	34.72%	\$97,216	\$97,216	\$97,216	\$47,219	\$47,219	\$47,219	\$51,038	\$137,838	\$241,998	\$241,998	\$328,798	\$328,798	\$1,763,776	Projection
	44.75%	\$188,536	\$178,822	\$214,674	\$191,777	\$890,009	\$1,066,382	\$988,786	\$1,003,654	\$1,525,208	\$1,364,798	\$1,666,602	\$1,942,381	\$11,221,691	Projection
	53.70%	\$394,305	\$83,039	\$935,019	\$0	\$0	\$0	\$0	\$3,471,135	\$1,421,282	\$1,297,561	\$907,699	\$730,489	\$9,240,529	Projection
	77.39%	\$621,171	\$583,653	\$585,476	\$589,256	\$735,145	\$796,368	\$1,086,942	\$797,049	\$724,610	\$978,528	\$982,242	\$1,056,027	\$9,536,467	Projection
	44.50%	\$373,777	\$539,859	\$807,141	\$1,248,805	\$923,581	\$1,041,330	\$1,598,078	\$1,214,695	\$925,084	\$0	\$0	\$0	\$8,672,351	Projection
	80.00%	\$1,779,802	\$577,437	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,357,240	Projection
	44.06%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	59.47%	\$970,607	\$966,598	\$1,368,917	\$1,242,106	\$1,259,690	\$1,905,884	\$854,517	\$1,318,598	\$1,371,968	\$1,371,968	\$1,611,704	\$1,417,188	\$15,659,746	Projection
	53.37%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	56.19%	\$2,519,750	\$4,437,443	\$3,044,481	\$2,665,897	\$2,862,974	\$2,928,469	\$2,701,708	\$3,022,321	\$2,042,042	\$1,262,716	\$0	\$0	\$27,487,802	Projection
	42.92%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	58.97%	\$1,552,548	\$998,622	\$1,298,602	\$1,219,523	\$1,795,052	\$98,613	\$0	\$0	\$0	\$0	\$0	\$0	\$6,962,959	Projection
	60.63%	\$1,190,240	\$1,023,785	\$671,749	\$588,417	\$927,244	\$237,164	\$0	\$0	\$0	\$0	\$0	\$0	\$4,638,600	Projection
	80.00%	\$3,001,352	\$2,373,021	\$2,276,528	\$1,517,738	\$955,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,124,339	Projection
	38.30%	\$1,348,884	\$1,238,341	\$1,230,807	\$1,182,180	\$1,357,061	\$1,261,936	\$2,042,539	\$2,148,405	\$399,874	\$0	\$0	\$0	\$12,210,027	Projection
	38.30%	\$1,396,241	\$1,791,825	\$2,550,673	\$2,138,563	\$444,690	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,321,991	Projection
	46.51%	\$358,875	\$365,852	\$461,909	\$602,814	\$600,395	\$284,123	\$0	\$0	\$0	\$0	\$0	\$0	\$2,673,968	Projection
	54.74%	\$633,342	\$1,344,962	\$838,617	\$648,217	\$584,007	\$997,927	\$1,132,023	\$1,132,023	\$1,241,503	\$754,317	\$655,785	\$644,867	\$10,607,589	Projection
	67.98%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Project is
	75.34%	\$2,158,544	\$2,316,230	\$2,361,174	\$1,141,760	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,977,708	Projection
	80.00%	\$744,785	\$747,972	\$868,043	\$868,043	\$868,043	\$727,961	\$0	\$0	\$0	\$0	\$0	\$0	\$4,824,848	Projection
	80.00%	\$2,584,770	\$2,827,870	\$4,502,010	\$2,895,644	\$3,524,636	\$3,355,038	\$3,233,646	\$3,053,026	\$3,715,436	\$3,666,088	\$4,942,660	\$835,840	\$39,136,664	Projection
	40.10%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$526,299	\$0	\$0	\$526,299	Projection
	56.16%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	62.69%	\$0	\$0	\$0	\$0	\$0	\$0	\$365,637	\$0	\$0	\$0	\$0	\$0	\$365,637	Projection
	62.50%	\$0	\$0	\$0	\$0	\$1,900,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900,771	Final audit
	59.97%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	59.11%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	54.76%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$952,075	\$952,075	Projection
	80.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,306,683	\$1,306,683	95% of Gr
	54.16%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,319,090	\$1,319,090	95% of Gr
	80.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	78.93%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	95% of Gr
	90.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$569,416	\$0	\$0	\$0	\$0	\$569,416	Projection
	50.68%	\$31,547	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,547	Final audit
	59.73%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$737,074	\$737,074	Projection
	59.94%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,371,671	\$1,371,671	Projection

Rate

Method Y Summary Totals

Summary Graph

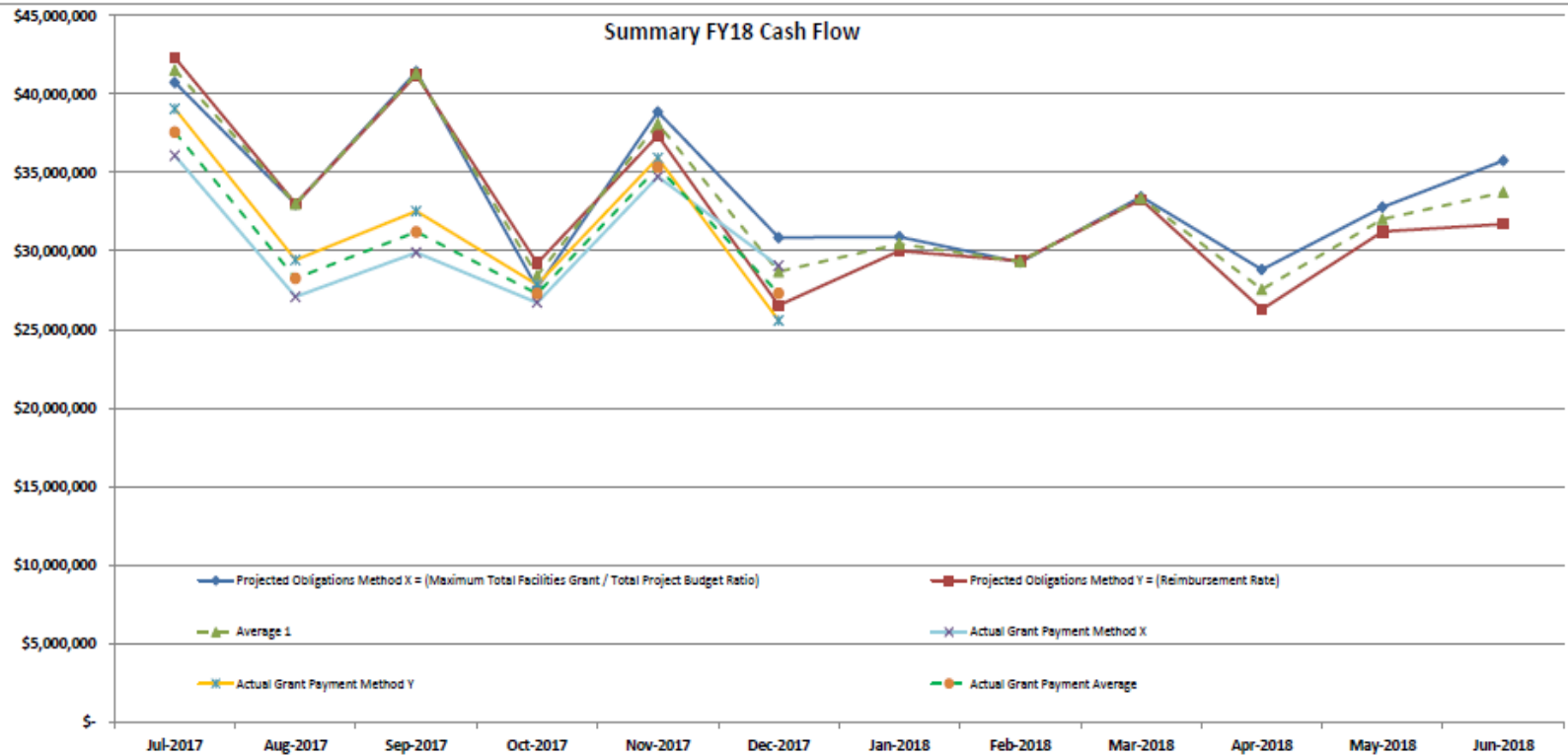
List of Projects (FSSD phas (2

Notes

Comments Definition

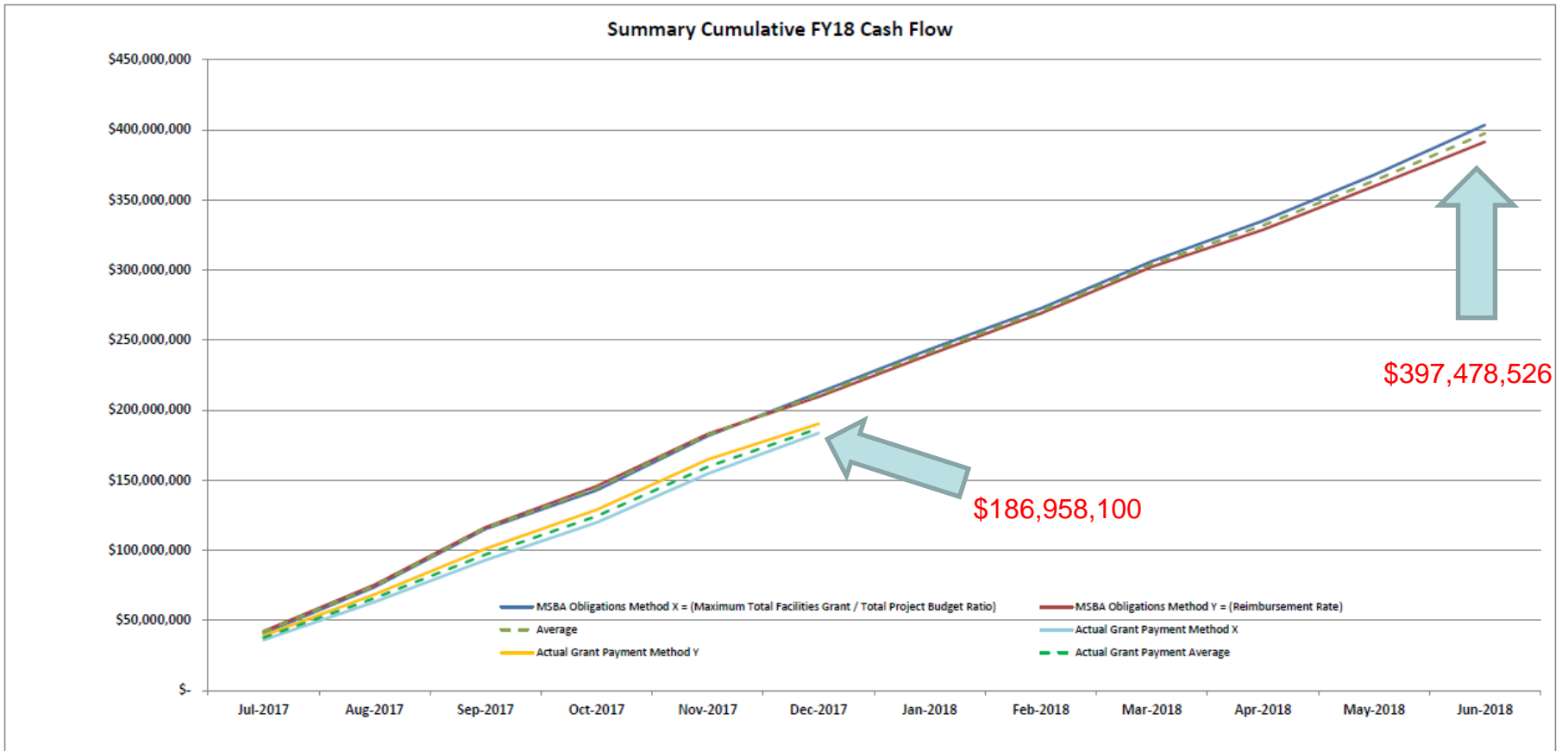
	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Total
							FORCAST DATA						
Projected Obligations Method X = (Maximum Total Facilities Grant / Total Project Budget Ratio)	\$ 40,723,869	\$ 32,974,289	\$ 41,415,834	\$ 27,651,954	\$ 38,848,705	\$ 30,851,893	\$ 30,907,848	\$ 29,291,627	\$ 33,447,708	\$ 28,810,698	\$ 32,793,386	\$ 35,752,100	\$ 403,469,910
Projected Obligations Method Y = (Reimbursement Rate)	\$ 42,301,276	\$ 33,011,882	\$ 41,192,985	\$ 29,227,510	\$ 37,349,131	\$ 26,531,492	\$ 30,003,503	\$ 29,364,431	\$ 33,264,098	\$ 26,289,018	\$ 31,243,032	\$ 31,708,784	\$ 391,487,142
Average 1	\$ 41,512,572	\$ 32,993,085	\$ 41,304,410	\$ 28,439,732	\$ 38,098,918	\$ 28,691,693	\$ 30,455,675	\$ 29,328,029	\$ 33,355,903	\$ 27,549,858	\$ 32,018,209	\$ 33,730,442	\$ 397,478,526

	ACTUAL DATA												Total
Actual Grant Payment Method X	\$ 36,078,534	\$ 27,087,383	\$ 29,897,694	\$ 26,716,918	\$ 34,731,716	\$ 29,053,537							\$ 183,565,782
Actual Grant Payment Method Y	\$ 39,045,448	\$ 29,432,851	\$ 32,530,365	\$ 27,852,569	\$ 35,915,641	\$ 25,573,545							\$ 190,350,418
Actual Grant Payment Average	\$ 37,561,991	\$ 28,260,117	\$ 31,214,030	\$ 27,284,743	\$ 35,323,679	\$ 27,313,541							\$ 186,958,100



	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018
							FORCAST DATA					
MSBA Obligations Method X = (Maximum Total Facilities Grant / Total Project Budget Ratio)	\$ 40,723,869	\$ 73,698,157	\$ 115,113,992	\$ 142,765,946	\$ 181,614,651	\$ 212,466,544	\$ 243,374,391	\$ 272,666,018	\$ 306,113,727	\$ 334,924,424	\$ 367,717,811	\$ 403,469,910
MSBA Obligations Method Y = (Reimbursement Rate)	\$ 42,301,276	\$ 75,313,157	\$ 116,506,142	\$ 145,733,652	\$ 183,082,783	\$ 209,614,275	\$ 239,617,779	\$ 268,982,210	\$ 302,246,308	\$ 328,535,326	\$ 359,778,358	\$ 391,487,142
Average	\$ 41,512,572	\$ 74,505,657	\$ 115,810,067	\$ 144,249,799	\$ 182,348,717	\$ 211,040,410	\$ 241,496,085	\$ 270,824,114	\$ 304,180,017	\$ 331,729,875	\$ 363,748,084	\$ 397,478,526

	Jul-2017	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018
	ACTUAL DATA											
Actual Grant Payment Method X	\$ 36,078,534	\$ 63,165,917	\$ 93,063,611	\$ 119,780,529	\$ 154,512,245	\$ 183,565,782						
Actual Grant Payment Method Y	\$ 39,045,448	\$ 68,478,299	\$ 101,008,664	\$ 128,861,232	\$ 164,776,873	\$ 190,350,418						
Actual Grant Payment Average	\$ 37,561,991	\$ 65,822,108	\$ 97,036,137	\$ 124,320,881	\$ 159,644,559	\$ 186,958,100						





Challenges

- Not all projects are the same, cash flow shows how different impacts have an affect.
 - weather
 - Schedule issues
- Validity of Data
 - Accurate and updated cash flow
 - Timeliness Payment Requests
 - Availability of cash flow for projects in FS/SD



Project Advisories

- **Project Advisory 36 (June 2016)**
 - OPM Reports – 2nd required attachment is “Projected Cash Flow vs. Actual Cash Flow”
- **Project Advisory 46 (August 2017)**
 - The Base OPM Contract requirement Section 8.1.3
 - Cash flow
- **Project Advisory 50 (September 2017)**
 - Update to Funding and Closeout Information
 - Division of Local Services regarding internal borrowing, short-term borrowing, and cash flow planning