

MICHAEL DRISCOLL SCHOOL

Brookline, MA



OPM Monthly Project Update Report

March 2021

FS	SD	DD	CD	BIDDING	CONSTRUCTION	CLOSEOUT	SITE
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With the spread of Covid-19 still an ongoing concern during the month of March, the Project Team has continued holding meetings online. Despite the uncertainty of today's environment, the Project Team continues to mindfully push ahead to maintain progress.



View from Westbourne Terrace

During the month of March, the Project Team focused on bidding. Gilbane continued to descope and work with sitework, concrete and steel bidders. Concrete and Steel bid packages also hit the street during the month of February.

100% CDs were issued by JLA on February 15th and were available to prequalified Filed Sub Bidders on February 19th. There was a good amount of coverage across trades through the prequalification process, but Gilbane reached out to prequalified bidders individually to ensure robust coverage when the bids came in on March 23rd.

There was a pre-bid informational session for bidders held virtually on March 1st to review the front end documents and overall bidding process. Six addenda were issued and the bid due date was pushed to March 23rd from March 12th to allow bidders enough time to digest the information provided. Bids were due electronically on March 23th at 2:00PM and were available publicly on the BidDocsOnline website immediately.

Based on the bids received, the construction costs for the project are currently projected to be \$5.6M over the budget. The filed sub bids were \$1.1M over the budget, with the non-filed sub bids being \$4.5M over. Some of the biggest overruns were in HVAC (\$1.6M), Electrical (\$468k), and Miscellaneous Metals (\$300k) within the filed sub bids with some other trades coming in under budget to bring the total overrun down. Steel, concrete, drywall, millwork, curtainwall, and landscaping were the more significant overruns in the non-filed trades.

The team has met and decided that the path back to budget will require a major redesign and rejection of many of the Filed Sub Bid trades. The Team is developing a VE list that will total between \$7M and \$8M as the project schedule cannot afford for the bids to come in over the budget again. There is no longer a chance for the geothermal scope to be included as a part of the project given the current pricing. There will be little to no educational impacts to the scope cuts.

An initial VE list was presented without pricing to the School Building Advisory Committee at their April 1st meeting. Gilbane was able to provide initial prices on the VE list by April 2nd and the list was reviewed with representatives of the School Committee and Building Committee at that time. The Team will continue to keep the Town informed as the VE process progresses.

JLA is targeting a new set of drawings with all VE included by April 15th. This allows the project to keep some of the filed sub bid pricing in play as this pricing would hold for 60 days. Our goal is to have those documents back on the street by April 22nd. New bids will be received by May 13th. Assuming we are now on budget, GMP to be presented in mid-May, this would allow Gilbane to start sitework by mid-June.

It's important to understand that this project followed the right process. Estimates were provided early at 50% DD rather than relying solely on the customary 100% DD estimate. Further estimates were conducted at the 100% DD, 60% CD, and 90% CD milestones. The 60% estimate included a 3rd estimator and a market study. When necessary after these estimates, the project preformed VE studies to bring the project back within budget.

Potential contributing factors for bids coming in higher than anticipated include the major inflation spike that the market is going through, which was not obvious even 6-8 weeks ago. Even with multiple estimators reviewing the same drawings, the estimates don't seem to have captured the more challenging aspects of the design of the project – the more challenging areas identified by bidders are a main target in the VE exercise. The bid process did include six addenda which may have complicated the pricing exercise – this issue will be resolved in the next round of bidding as JLA will be issuing a conformed set of drawings that include the information issued by addenda in the first round.

The Project Team is working together closely to get the project back on track. The process is still very much underway and progress and change is happening daily. The Team will continue to keep the Town informed as we move toward the next round of bidding.

I. TASKS COMPLETED THROUGH MARCH 2021

The following meetings and milestones were completed in the month of March 2021:

- 03/01/21 Pre-bid virtual information session held to review front end documents and bidding process
- 03/02/21 Addendum #1 issued to bidders
- 03/03/21 Leftfield prepared and submitted the February 2021 OPM Monthly Report
- 03/03/21 Project Team met with the School to review site logistics during construction including teacher parking and temporary play spaces
- 03/04/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 03/04/21 Meeting with Audiovisual design consultant to confirm scope and determine what changes needed by addendum
- 03/03/21 Addendum #2 issued to bidders
- 03/04/21 Addendum #3 issued to bidders
- 03/05/21 Addendum #4 issued to bidders
- 03/09/21 March Building Commission Meeting
- 03/11/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 03/11/21 Addendum #5 issued to bidders
- 03/12/21 Concrete Bidder Descope meetings led by Gilbane
- 03/16/21 Addendum #6 issued to bidders
- 03/18/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 03/22/21 Steel Bidder Descope meetings led by Gilbane
- 03/23/21 Filed Sub Bids due via BidDocsOnline system
- 03/23/21 Demolition and Metal Panel Bidder Descope meetings led by Gilbane
- 03/24/21 Window Bidder Descope meetings led by Gilbane
- 03/24/21 Project Team VE Discussion
- 03/25/21 Project Team Next Steps Discussion
- 03/26/21 Bidder Descope meetings led by Gilbane
- 03/29/21 Bidder Descope meetings led by Gilbane
- 03/30/21 Project Team VE Discussion
- 03/31/21 Landscape Bidder Descope meeting led by Gilbane

II. TASKS PLANNED FOR APRIL 2021

The following tasks are planned for the month of April 2021:

- 04/01/21 School Building Advisory Committee Meeting to discuss design, budget and schedule updates.
- 04/01/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 04/01/21 MEP VE Discussion with Town, School, Charlie Simmons
- 04/05/21 VE Pricing Review meeting with Project Team
- 04/06/21 Filed Sub Bid trade review meeting to decide which trades to rebid
- 04/07/21 Audiovisual scope review with Town, A/V and MEP consultants
- 04/08/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 04/08/21 VE Pricing Review meeting with Project Team and representatives from School Committee and Building Commission
- 04/08/21 Leftfield prepared and submitted the March 2021 OPM Monthly Report
- 04/13/21 April Building Commission Meeting
- 04/15/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 04/16/21 JLA to issue new bid set
- 04/22/21 Bid set available to bidders for second round of bidding
- 04/22/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- 04/29/21 District Staff/Project Team Meeting to review status of tasks on the Project Actions Log.
- TBD School Building Advisory Committee Meeting to discuss design, budget and schedule updates.

III. PROJECT BUDGET OVERVIEW

Expenditures against the budget totaled \$283,444.77 this month, which consisted of OPM, Designer and Designer Consultants fees for the Bidding Phase Services and CM fees for Preconstruction Services.

The attached Budget Report incorporates the pending A/E Contract Amendment No. 12 commitment for \$1,320.00 to represent the impact to the Total Project Budget of this amendment. Refer to Section VI – Contract Amendment/Budget Transfers for an

explanation of A/E Contract Amendment No. 12 which was discussed at a previous Building Commission Meeting.

Refer to the attached Total Project Budget Status Report and Cash Flow Charts, dated March 31, 2021.

IV. PROJECT SCHEDULE OVERVIEW

The 100% CD Set was issued on February 15, 2021. Prequalified Trade Contractors received the documents on February 19th and bids were due electronically March 23rd at 2:00PM. The Team has decided to rebid many of the Filed Sub Bid trades and new documents will be issued by JLA on April 16th, the documents will be available to prequalified bidders on April 22nd and bids will be due on May 13th.

If the bid/GMP process pushes out much further, the 9/1/23 start date in the new school will be put in jeopardy. A later move-in date would then need to be considered. It is important to noted that the answer may not be known until we are out of the ground with site and concrete scopes. A later school opening date would work against VE efforts as it would delay the demolition of the old school from July 2023 to October 2023 which puts pressure on the time dependent elements of the budget related to demolition and field work. The Team is working together to potentially mitigate this cost if the schedule pushes.



View from Washington Street

V. CONTRACT AMENDMENTS/BUDGET TRANSFERS

A/E Contract Amendment No. 12 for \$1,320.00 was presented for tentative approval at the previous Building Commission Meeting and will be presented for formal approval at the April 13, 2021 Building Commission Meeting. The pending A/E Contract Amendment No. 13 is for Supplemental Survey Services for analyzing, certifying, and stamping the report by a licensed Surveyor as required by the Brookline Fire Department. A Budget Transfer was required to fund the fee request of \$1,320.00. The transfer was from Owner's Contingency budget to the A/E Other Reimbursable Services budget. This transfer is noted on the Total Project Budget attached.



Park Entry from Westbourne Terrace

VI. COMMUNITY OUTREACH

Information about Public Meetings is constantly being updated on the Project Website, as well as through emails to school parents. The public is encouraged to submit all questions and concerns via the Project Website. Responses to all submitted questions and concerns are provided and posted to the website as well.

VII. ATTACHMENTS

March 2021 Monthly Invoice Summary, dated March 31, 2021
Designer Contract Amendment No. 12, dated April 13, 2021
Total Project Budget Status Report, dated March 31, 2021
Monthly and Cumulative Cash Flow Reports, dated March 31, 2021
OPM Project Schedule, dated March 31, 2021

Total Project Budget Status Report

Description	Total Project Budget	Authorized Changes	Revised Total Budget	Total Committed	% Cmtd to Date	Actual Spent to Date	% Spent to Date	Balance To Spend	Comments
FEASIBILITY STUDY AGREEMENT									
OPM Schematic Design	\$ 34,015		\$ 34,015	\$ 34,015	100%	\$ 34,015	100%	\$ -	
A/E Schematic Design	\$ 1,179,260		\$ 1,179,260	\$ 1,179,260	100%	\$ 1,179,260	100%	\$ -	
TOTAL SD	\$ 1,213,275	\$ -	\$ 1,213,275	\$ 1,213,275	100%	\$ 1,213,275	100%	\$ -	
ADMINISTRATION									
Legal Fees	\$ 106,563		\$ 106,563	\$ -	0%	\$ -	0%	\$ 106,563	
Owner's Project Manager	\$ 3,182,090	\$ 82,170	\$ 3,264,260	\$ 3,264,260	100%	\$ 1,146,174	35%	\$ 2,118,086	
Design Development	\$ 429,575		\$ 429,575	\$ 429,575	100%	\$ 429,575	100%	\$ -	
Construction Documents	\$ 524,441		\$ 524,441	\$ 524,441	100%	\$ 524,441	100%	\$ -	
Bidding	\$ 188,436		\$ 188,436	\$ 188,436	100%	\$ 121,758	65%	\$ 66,678	
Construction Administration	\$ 1,989,628		\$ 1,989,628	\$ 1,989,628	100%	\$ -	0%	\$ 1,989,628	
Closeout	\$ 50,010		\$ 50,010	\$ 50,010	100%	\$ -	0%	\$ 50,010	
Extra Services	\$ -		\$ -	\$ -		\$ -		\$ -	
Reimbursable Services	\$ -	\$ 39,270	\$ 39,270	\$ 39,270	100%	\$ 27,500	70%	\$ 11,770	*5, 10
Cost Estimates	\$ -	\$ 42,900	\$ 42,900	\$ 42,900	100%	\$ 42,900	100%	\$ -	*6
Advertising & Printing	\$ 31,969	\$ -	\$ 31,969	\$ 589	2%	\$ 589	2%	\$ 31,380	
TOB Project Management Services	\$ 576,500	\$ -	\$ 576,500	\$ -	0%	\$ -	0%	\$ 576,500	
PSB Project Management Services	\$ 225,000	\$ -	\$ 225,000	\$ -	0%	\$ -	0%	\$ 225,000	
Owner's Insurance	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	
Other Administrative Costs	\$ -		\$ -	\$ -		\$ -		\$ -	
SUB-TOTAL	\$ 4,122,122	\$ 82,170	\$ 4,204,292	\$ 3,264,849	78%	\$ 1,146,763	27%	\$ 3,057,529	
A&E									
A/E Basic Services	\$ 7,259,063	\$ -	\$ 7,259,063	\$ 7,259,063	100%	\$ 4,544,174	63%	\$ 2,714,889	
Design Development	\$ 1,814,766		\$ 1,814,766	\$ 1,814,766	100%	\$ 1,814,766	100%	\$ -	
Construction Documents	\$ 2,540,672		\$ 2,540,672	\$ 2,540,672	100%	\$ 2,540,672	100%	\$ -	
Bidding	\$ 290,363		\$ 290,363	\$ 290,363	100%	\$ 188,736	65%	\$ 101,627	
Construction Administration	\$ 2,540,672		\$ 2,540,672	\$ 2,540,672	100%	\$ -	0%	\$ 2,540,672	
Closeout	\$ 72,590		\$ 72,590	\$ 72,590	100%	\$ -	0%	\$ 72,590	
Other Basic Services	\$ -		\$ -	\$ -		\$ -		\$ -	
Extra/Reimbursable Services	\$ 500,000	\$ 232,430	\$ 732,430	\$ 732,430	100%	\$ 435,575	59%	\$ 296,855	
Other Reimbursables	\$ 500,000	\$ (375,507)	\$ 124,493	\$ 124,493	100%	\$ 123,173	99%	\$ 1,320	*1, 2, 3, 13
HazMat (incl. monitoring)	\$ -	\$ 138,512	\$ 138,512	\$ 138,512	100%	\$ 32,700	24%	\$ 105,812	*2
Geotechnical/Geo-Environmental	\$ -	\$ 466,675	\$ 466,675	\$ 466,675	100%	\$ 276,953	59%	\$ 189,723	*3, 4, 8, 9, 12
Site Survey & Site Requirements	\$ -	\$ 2,750	\$ 2,750	\$ 2,750	100%	\$ 2,750	100%	\$ -	*7
Wetlands	\$ -		\$ -	\$ -		\$ -		\$ -	
Traffic Studies	\$ -		\$ -	\$ -		\$ -		\$ -	
SUB-TOTAL	\$ 7,759,063	\$ 232,430	\$ 7,991,493	\$ 7,991,493	100%	\$ 4,979,749	62%	\$ 3,011,744	

Total Project Budget Status Report

Description	Total Project Budget	Authorized Changes	Revised Total Budget	Total Committed	% Cmtd to Date	Actual Spent to Date	% Spent to Date	Balance To Spend	Comments
PRE CONSTRUCTION COSTS									
CMR Pre-Con Services	\$ 319,688	\$ 108,342	\$ 428,030	\$ 428,030	100%	\$ 318,368	74%	\$ 109,662	*11
SUB-TOTAL	\$ 319,688	\$ 108,342	\$ 428,030	\$ 428,030	100%	\$ 318,368	74%	\$ 109,662	
CONSTRUCTION COSTS									
Construction Budget	\$ 92,909,563	\$ (226,015)	\$ 92,683,548	\$ -	0%	\$ -	0%	\$ 92,683,548	*1, 11
Change Orders	\$ -	\$ -	\$ -	\$ -	-	\$ -	-	\$ -	
SUB-TOTAL	\$ 92,909,563	\$ (226,015)	\$ 92,683,548	\$ -	0%	\$ -	0%	\$ 92,683,548	
OTHER PROJECT COSTS									
Construction Contingency	\$ 4,645,478	\$ -	\$ 4,645,478	\$ -	0%	\$ -	0%	\$ 4,645,478	
Miscellaneous Project Costs	\$ 569,893	\$ -	\$ 569,893	\$ 137,397	24%	\$ 26,772	5%	\$ 543,121	
Utilities & Utility Company Fees	\$ 106,563	\$ -	\$ 106,563	\$ 7,897	7%	\$ 6,522	6%	\$ 100,041	
Testing & Inspection Services	\$ 127,875	\$ -	\$ 127,875	\$ -	0%	\$ -	0%	\$ 127,875	
Commissioning	\$ 132,896	\$ -	\$ 132,896	\$ 129,500	97%	\$ 20,250	15%	\$ 112,646	
Security	\$ 106,653	\$ -	\$ 106,653	\$ -	0%	\$ -	0%	\$ 106,653	
Moving	\$ 95,906	\$ -	\$ 95,906	\$ -	0%	\$ -	0%	\$ 95,906	
Other Project Costs	\$ -	\$ -	\$ -	\$ -	-	\$ -	-	\$ -	
Furnishings and Equipment	\$ 2,774,400	\$ -	\$ 2,774,400	\$ -	0%	\$ -	0%	\$ 2,774,400	
Furnishings	\$ 1,654,400	\$ -	\$ 1,654,400	\$ -	0%	\$ -	0%	\$ 1,654,400	
Technology Equipment	\$ 1,120,000	\$ -	\$ 1,120,000	\$ -	0%	\$ -	0%	\$ 1,120,000	
Owner's Contingency	\$ 2,199,793	\$ (196,927)	\$ 2,002,866	\$ -	0%	\$ -	0%	\$ 2,002,866	*4,5,6,7,8,9,10,12,13
SUB-TOTAL	\$ 10,189,564	\$ (196,927)	\$ 9,992,637	\$ 137,397	1%	\$ 26,772	0%	\$ 9,965,865	
TOTAL DD-CLO	\$ 115,300,000	\$ -	\$ 115,300,000	\$ 11,821,769	10%	\$ 6,471,652	6%	\$ 108,828,348	
TOTAL PROJECT BUDGET	\$ 116,513,275	\$ -	\$ 116,513,275	\$ 13,035,044	11%	\$ 7,684,927	7%	\$ 108,828,348	
CONSTRUCTION COST ESTIMATES									
	\$ -								
SD Cost Estimate	Date	Estimator	Amount	SF	Cost Per SF				
Re-Start Cost Estimate	4/26/2019	Daedalus	\$ 87,200,254.00	155,632	\$560.30				
50% DD Cost Estimate	01/14/20	PM&C	\$ 93,335,813.00	155,632	\$599.72				
100% DD Cost Estimate	05/19/20	Gilbane	\$ 95,978,500.00	155,632	\$616.70				
GMP	07/20/20	Gilbane	\$ 94,466,766.00	157,950	\$598.08				

Budget Transfers:

01	3/18/2020	Transfer \$117,673.00 from the Construction Budget to A/E Other Reimbursables Budget to cover the costs of furnishing and installing a geothermal test well. (Designer Contract Amendment #3)
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Total Project Budget Status Report

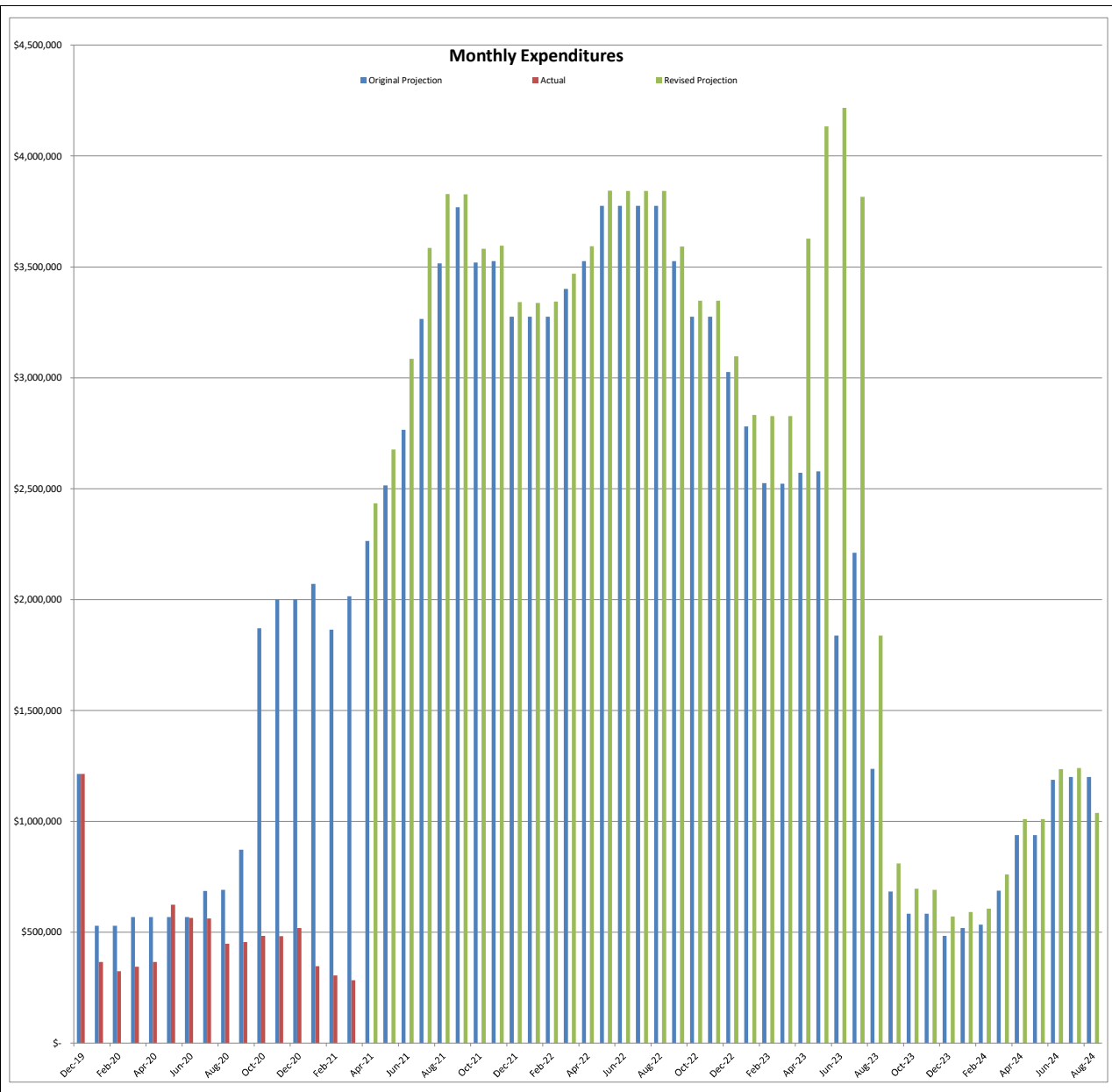
Description	Total Project Budget	Authorized Changes	Revised Total Budget	Total Committed	% Cmtd to Date	Actual Spent to Date	% Spent to Date	Balance To Spend	Comments
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Budget Transfers (continued):

02	4/7/2020	Transfer \$138,512.00 from the A/E Other Reimbursables Budget to the A/E HAZMAT Budget to cover the costs of HAZMAT, testing, reporting and monitoring. (Designer Contract Amendment #4)							
03	4/7/2020	Transfer \$340,725.00 from the A/E Other Reimbursables Budget to the A/E Geo-environmental & Geotechnical Budget to cover the costs of Geotechnical Consulting for \$189,475, Geo-environmental Consulting for \$134,200.00 and additional supplemental subsurface exploratory services for \$17,050.00. (Designer Contract Amendment #5)							
04	6/9/2020	Transfer \$15,263.00 from the A/E Other Reimbursables Budget and \$34,787.00 from Owner's Contingency for a total of \$50,050.00 to the A/E Geo-Environmental & Geotechnical Budget to fund the supplemental Geotechnical borings and Geo-environmental soils sampling/characterization for the drain line relocation path. (Designer Contract Amendment #7)							
05	7/8/2020	Transfer \$27,500.00 from Owner's Contingency to Owner Project Manager's Reimbursable Services for the Construction Markey Study. (OPM Contract Amendment #3)							
06	7/8/2020	Transfer \$42,900.00 from the Owner's Contingency to the Cost Estimates Budget to fund the 3rd cost estimate for the 100% Design Development documents. (OPM Contract Amendment #4)							
07	8/11/2020	Transfer \$2,750.00 from the Owner's Contingency to the A/E Site Survey Budget to fund the the survey of the property line and building corners at alley. (Designer Contract Amendment #8)							
08	8/24/2020	Transfer \$42,900.00 from the Owner's Contingency to the A/E Geotechnical/Geo-environmental Budget to fund the testing of groundwater and preparing RNF. (Designer Contract Amendment #9)							
09	10/13/2020	Transfer \$19,800.00 from the Owner's Contingency to the A/E Geotechnical/Geo-environmental Budget to fund the additional subsurface exploration for MCP compliance. (Designer Contract Amendment #10)							
10	12/8/2020	Transfer \$11,770.00 from the Owner's Contingency to the OPM Reimbursable Services for the Third Party Structural Engineering Review for \$3,960 and the Fire Protection/Life Safety Review Services for \$7,810. (OPM Contract Amendment #5)							
11	2/9/2021	Transfer \$108,342.00 from the Construction Budget to the Preconstruction to supplement Precon Budget to cover the extended timeframe for Precon services totaling \$140,000.00. (CM Contract Amendment #3)							
12	3/9/2021	Transfer \$13,200.00 from the Owners Contingency to A/E Geotechnical/Geo-environmental Budget to fund rock probes for additional subsurface explorations to determine extent of bedrock. (A/E Contract Amendment #11)							

Monthly Cash Flow

Date	Original Projection	Actual	Revised Projection
Dec-19	\$ 1,213,275	\$ 1,213,275	
Jan-20	\$ 528,447	\$ 365,265	
Feb-20	\$ 529,416	\$ 324,147	
Mar-20	\$ 568,318	\$ 343,753	
Apr-20	\$ 568,318	\$ 365,930	
May-20	\$ 568,318	\$ 623,383	
Jun-20	\$ 568,317	\$ 563,890	
Jul-20	\$ 685,612	\$ 561,501	
Aug-20	\$ 690,612	\$ 448,501	
Sep-20	\$ 871,490	\$ 455,715	
Oct-20	\$ 1,870,408	\$ 483,927	
Nov-20	\$ 1,999,151	\$ 481,714	
Dec-20	\$ 2,001,151	\$ 519,219	
Jan-21	\$ 2,071,151	\$ 346,641	
Feb-21	\$ 1,864,245	\$ 304,620	
Mar-21	\$ 2,014,797	\$ 283,445	
Apr-21	\$ 2,264,797		\$ 2,433,222
May-21	\$ 2,514,797		\$ 2,676,230
Jun-21	\$ 2,764,797		\$ 3,085,039
Jul-21	\$ 3,264,797		\$ 3,585,039
Aug-21	\$ 3,515,850		\$ 3,828,092
Sep-21	\$ 3,769,197		\$ 3,827,819
Oct-21	\$ 3,519,197		\$ 3,582,111
Nov-21	\$ 3,525,837		\$ 3,595,897
Dec-21	\$ 3,275,837		\$ 3,340,939
Jan-22	\$ 3,275,837		\$ 3,336,912
Feb-22	\$ 3,275,837		\$ 3,343,222
Mar-22	\$ 3,400,837		\$ 3,468,552
Apr-22	\$ 3,525,837		\$ 3,593,552
May-22	\$ 3,775,837		\$ 3,843,552
Jun-22	\$ 3,775,837		\$ 3,841,852
Jul-22	\$ 3,775,837		\$ 3,842,252
Aug-22	\$ 3,775,837		\$ 3,842,252
Sep-22	\$ 3,525,837		\$ 3,592,252
Oct-22	\$ 3,275,837		\$ 3,347,274
Nov-22	\$ 3,275,837		\$ 3,347,274
Dec-22	\$ 3,025,837		\$ 3,097,274
Jan-23	\$ 2,780,837		\$ 2,832,274
Feb-23	\$ 2,524,512		\$ 2,827,274
Mar-23	\$ 2,522,037		\$ 2,827,274
Apr-23	\$ 2,572,037		\$ 3,627,274
May-23	\$ 2,578,600		\$ 4,133,837
Jun-23	\$ 1,837,433		\$ 4,217,088
Jul-23	\$ 2,210,615		\$ 3,815,393
Aug-23	\$ 1,236,456		\$ 1,837,665
Sep-23	\$ 683,797		\$ 810,112
Oct-23	\$ 583,797		\$ 695,684
Nov-23	\$ 583,797		\$ 690,473
Dec-23	\$ 483,797		\$ 570,500
Jan-24	\$ 518,360		\$ 591,247
Feb-24	\$ 533,797		\$ 606,684
Mar-24	\$ 687,648		\$ 760,484
Apr-24	\$ 937,597		\$ 1,010,484
May-24	\$ 937,597		\$ 1,010,478
Jun-24	\$ 1,187,597		\$ 1,235,370
Jul-24	\$ 1,200,297		\$ 1,240,270
Aug-24	\$ 1,199,491		\$ 1,037,875
Total:	\$ 116,513,275	\$ 7,684,927	\$ 108,828,348



Cumulative Cash Flow

Date	Original Projection	Actual Cumulative	Revised Forecast
Dec-19	1,213,275	\$ 1,213,275	
Jan-20	1,741,722	\$ 1,578,540	
Feb-20	2,271,138	\$ 1,902,687	
Mar-20	2,839,456	\$ 2,246,440	
Apr-20	3,407,774	\$ 2,612,370	
May-20	3,976,092	\$ 3,235,753	
Jun-20	4,544,409	\$ 3,799,643	
Jul-20	5,230,021	\$ 4,361,145	
Aug-20	5,920,633	\$ 4,809,646	
Sep-20	6,792,123	\$ 5,265,361	
Oct-20	8,662,531	\$ 5,749,288	
Nov-20	10,661,682	\$ 6,231,002	
Dec-20	12,662,833	\$ 6,750,221	
Jan-21	14,733,984	\$ 7,096,862	
Feb-21	16,598,229	\$ 7,401,482	
Mar-21	18,613,026	\$ 7,684,927	\$ 7,684,927
Apr-21	20,877,823		\$ 10,118,149
May-21	23,392,620		\$ 12,794,379
Jun-21	26,157,417		\$ 15,879,418
Jul-21	29,422,214		\$ 19,464,457
Aug-21	32,938,064		\$ 23,292,549
Sep-21	36,707,261		\$ 27,120,368
Oct-21	40,226,458		\$ 30,702,479
Nov-21	43,752,295		\$ 34,298,376
Dec-21	47,028,132		\$ 37,639,315
Jan-22	50,303,969		\$ 40,976,227
Feb-22	53,579,806		\$ 44,319,449
Mar-22	56,980,643		\$ 47,788,001
Apr-22	60,506,480		\$ 51,381,553
May-22	64,282,317		\$ 55,225,105
Jun-22	68,058,154		\$ 59,066,957
Jul-22	71,833,991		\$ 62,909,209
Aug-22	75,609,828		\$ 66,751,461
Sep-22	79,135,665		\$ 70,343,713
Oct-22	82,411,502		\$ 73,690,987
Nov-22	85,687,339		\$ 77,038,261
Dec-22	88,713,176		\$ 80,135,535
Jan-23	91,494,013		\$ 82,967,809
Feb-23	94,018,525		\$ 85,795,083
Mar-23	96,540,562		\$ 88,622,357
Apr-23	99,112,599		\$ 92,249,631
May-23	101,691,199		\$ 96,383,468
Jun-23	103,528,632		\$ 100,600,556
Jul-23	105,739,247		\$ 104,415,949
Aug-23	106,975,703		\$ 106,253,614
Sep-23	107,659,500		\$ 107,063,726
Oct-23	108,243,297		\$ 107,759,410
Nov-23	108,827,094		\$ 108,449,883
Dec-23	109,310,891		\$ 109,020,383
Jan-24	109,829,251		\$ 109,611,630
Feb-24	110,363,048		\$ 110,218,314
Mar-24	111,050,696		\$ 110,978,798
Apr-24	111,988,293		\$ 111,989,282
May-24	112,925,890		\$ 112,999,760
Jun-24	114,113,487		\$ 114,235,130
Jul-24	115,313,784		\$ 115,475,400
Aug-24	116,513,275		\$ 116,513,275
Total:	\$ 116,513,275	\$ 7,684,927	\$ 116,513,275

