

September 29th, 2022

Concord Middle School  
Estimated Project Cash Flow



|   | Month |        | OPM +<br>Commissioning | Designer &<br>Consultants | FF&E & Misc.<br>Admin. | Construction | Contingency | Estimated<br>Expenditures | Actual Expenditures | Estimated<br>Cumulative<br>Expenditures | Actual<br>Cumulative<br>Expenditures |
|---|-------|--------|------------------------|---------------------------|------------------------|--------------|-------------|---------------------------|---------------------|---|--------------------------------------|
| Feasibility Study                           | 1     | Oct-19 | \$25,110               |                           |                        |              |             | \$25,110                  | \$25,110            | \$25,110                                | \$25,110                             |
|   | 2     | Nov-19 | \$34,595               |                           |                        |              |             | \$34,595                  | \$34,595            | \$59,705                                | \$59,705                             |
|   | 3     | Dec-19 | \$20,660               |                           |                        |              |             | \$20,660                  | \$20,660            | \$80,365                                | \$80,365                             |
|   | 4     | Jan-20 | \$12,565               | \$75,645                  |                        |              |             | \$88,210                  | \$88,210            | \$168,575                               | \$168,575                            |
|   | 5     | Feb-20 | \$16,445               | \$151,290                 |                        |              |             | \$167,735                 | \$167,735           | \$336,310                               | \$336,310                            |
|   | 6     | Mar-20 | \$25,890               | \$75,645                  |                        |              |             | \$101,535                 | \$101,535           | \$437,845                               | \$437,845                            |
|   | 7     | Apr-20 | \$34,480               | \$75,645                  |                        |              |             | \$110,125                 | \$110,125           | \$547,970                               | \$547,970                            |
|   | 8     | May-20 | \$50,035               | \$50,430                  |                        |              |             | \$100,465                 | \$100,465           | \$648,435                               | \$648,435                            |
| Pause                                       | 9     | Jun-20 | \$33,130               | \$40,344                  |                        |              |             | \$73,474                  | \$73,474            | \$721,909                               | \$721,909                            |
|   | 10    | Jul-20 | \$15,520               |                           |                        |              |             | \$15,520                  | \$15,520            | \$737,429                               | \$737,429                            |
|   | 11    | Aug-20 | \$3,785                |                           |                        |              |             | \$3,785                   | \$3,785             | \$741,214                               | \$741,214                            |
|   | 12    | Sep-20 | \$720                  |                           |                        |              |             | \$720                     | \$720               | \$741,934                               | \$741,934                            |
|   | 13    | Oct-20 | \$2,590                |                           |                        |              |             | \$2,590                   | \$2,590             | \$744,524                               | \$744,524                            |
|   | 14    | Nov-20 |                        |                           |                        |              |             | \$0                       | \$0                 | \$744,524                               | \$744,524                            |
|   | 15    | Dec-20 | \$16,798               |                           |                        |              |             | \$16,798                  | \$16,798            | \$761,322                               | \$761,322                            |
| Restart Feasibility Study                   | 16    | Jan-21 |                        |                           |                        |              |             | \$0                       | \$0                 | \$761,322                               | \$761,322                            |
|   | 17    | Feb-21 |                        |                           |                        |              |             | \$0                       | \$0                 | \$761,322                               | \$761,322                            |
|   | 18    | Mar-21 |                        |                           |                        |              |             | \$0                       | \$0                 | \$761,322                               | \$761,322                            |
|   | 19    | Apr-21 |                        |                           |                        |              |             | \$0                       | \$0                 | \$761,322                               | \$761,322                            |
|   | 20    | May-21 |                        |                           |                        |              |             | \$0                       | \$0                 | \$761,322                               | \$761,322                            |
| Schematic Design                            | 21    | Jun-21 |                        | \$2,400                   |                        |              |             | \$2,400                   | \$2,400             | \$763,722                               | \$763,722                            |
|   | 22    | Jul-21 |                        | \$69,318                  |                        |              |             | \$69,318                  | \$69,318            | \$833,040                               | \$833,040                            |
|   | 23    | Aug-21 |                        | \$69,318                  |                        |              |             | \$69,318                  | \$69,318            | \$902,358                               | \$902,358                            |
|   | 24    | Sep-21 |                        | \$69,318                  |                        |              |             | \$69,318                  | \$69,318            | \$971,676                               | \$971,676                            |
|   | 25    | Oct-21 |                        | \$73,918                  |                        |              |             | \$73,918                  | \$73,938            | \$1,045,594                             | \$1,045,614                          |
|   | 26    | Nov-21 |                        | \$57,765                  |                        |              |             | \$57,765                  | \$57,765            | \$1,103,359                             | \$1,103,379                          |
|   | 27    | Dec-21 | \$18,016               | \$42,361                  |                        |              |             | \$60,377                  | \$60,377            | \$1,163,736                             | \$1,163,756                          |
| TOWN PROCESS                                | 28    | Jan-22 | \$78,353               | \$7,202                   |                        |              |             | \$85,555                  | \$78,357            | \$1,249,291                             | \$1,242,113                          |
| Design Development & Construction Documents | 29    | Feb-22 | \$53,017               |                           |                        |              |             | \$53,017                  | \$7,950             | \$1,302,308                             | \$1,250,063                          |
|   | 30    | Mar-22 | \$53,017               | \$436,495                 |                        |              |             | \$489,512                 | \$62,018            | \$1,791,820                             | \$1,312,081                          |
|   | 31    | Apr-22 | \$53,017               | \$436,495                 |                        |              |             | \$489,512                 | \$382,447           | \$2,281,332                             | \$1,694,528                          |
|   | 32    | May-22 | \$53,017               | \$436,495                 |                        |              |             | \$489,512                 | \$733,550           | \$2,770,844                             | \$2,428,078                          |
|   | 33    | Jun-22 | \$47,017               | \$436,495                 |                        |              |             | \$483,512                 | \$347,075           | \$3,254,356                             | \$2,775,153                          |
|   | 34    | Jul-22 | \$107,867              | \$424,658                 | \$16,667               |              |             | \$549,191                 | \$473,965           | \$3,803,547                             | \$3,249,117                          |
|   | 35    | Aug-22 | \$56,117               | \$424,658                 | \$16,667               |              |             | \$497,441                 | \$409,340           | \$4,300,989                             | \$3,658,457                          |
|   | 36    | Sep-22 | \$52,165               | \$424,658                 | \$16,667               |              |             | \$493,489                 | \$494,049           | \$4,794,478                             | \$4,152,506                          |
|   | 37    | Oct-22 | \$52,165               | \$424,658                 | \$29,795               |              |             | \$506,618                 | \$0                 | \$5,301,095                             |                                      |
|   | 38    | Nov-22 | \$52,165               | \$424,658                 | \$7,143                |              |             | \$483,965                 | \$0                 | \$5,785,061                             |                                      |
|   | 39    | Dec-22 | \$96,165               | \$424,658                 | \$7,143                |              |             | \$527,965                 | \$0                 | \$6,313,026                             |                                      |
|   | 40    | Jan-23 | \$59,815               | \$424,658                 | \$7,143                |              |             | \$491,615                 | \$0                 | \$6,804,641                             |                                      |
|   | 41    | Feb-23 | \$54,778               | \$424,665                 | \$7,143                |              |             | \$486,585                 | \$0                 | \$7,291,227                             |                                      |
|   | 42    | Mar-23 | \$64,988               | \$127,350                 | \$7,143                |              |             | \$199,481                 | \$0                 | \$7,490,708                             |                                      |
| Bid   | 43    | Apr-23 | \$103,938              | \$127,350                 | \$7,143                |              |             | \$238,431                 | \$0                 | \$7,729,138                             |                                      |
|   | 44    | May-23 | \$77,588               | \$96,200                  | \$7,143                |              |             | \$180,931                 | \$0                 | \$7,910,069                             |                                      |
|   | 45    | Jun-23 | \$96,088               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,574,062               | \$0                 | \$11,484,131                            |                                      |
|   | 46    | Jul-23 | \$97,578               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,575,552               | \$0                 | \$15,059,683                            |                                      |
|   | 47    | Aug-23 | \$91,838               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,569,812               | \$0                 | \$18,629,495                            |                                      |
|   | 48    | Sep-23 | \$91,838               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,569,812               | \$0                 | \$22,199,307                            |                                      |
|   | 49    | Oct-23 | \$91,838               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,569,812               | \$0                 | \$25,769,119                            |                                      |
|   | 50    | Nov-23 | \$91,838               | \$96,200                  | \$8,333                | \$3,094,687  | \$278,753   | \$3,569,812               | \$0                 | \$29,338,931                            |                                      |

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|-----------------------------------|----|------------------------|---------------------------|------------------------|--------------|--------------|---------------------------|---------------------|---|--------------------------------------|
| Construction Phase 1 (New School) | 51 | Dec-23                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$32,908,743                         |
|                                   | 52 | Jan-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$36,478,555                         |
|                                   | 53 | Feb-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$40,048,367                         |
|                                   | 54 | Mar-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$43,618,178                         |
|                                   | 55 | Apr-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$47,187,990                         |
|                                   | 56 | May-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$50,757,802                         |
|                                   | 57 | Jun-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$54,327,614                         |
|                                   | 58 | Jul-24                 | \$91,838                  | \$96,200               | \$8,333      | \$3,094,687  | \$278,753                 | \$3,569,812         | \$0                                     | \$57,897,426                         |
|                                   | 59 | Aug-24                 | \$78,338                  | \$96,200               | \$887,500    | \$3,094,687  | \$278,753                 | \$4,435,479         | \$0                                     | \$62,332,905                         |
|                                   | 60 | Sep-24                 | \$78,338                  | \$96,200               | \$12,500     | \$3,094,687  | \$278,753                 | \$3,560,479         | \$0                                     | \$65,893,383                         |
|                                   | 61 | Oct-24                 | \$78,338                  | \$96,200               | \$12,500     | \$3,094,687  | \$278,753                 | \$3,560,479         | \$0                                     | \$69,453,862                         |
|                                   | 62 | Nov-24                 | \$78,338                  | \$96,200               | \$12,500     | \$3,094,687  | \$278,753                 | \$3,560,479         | \$0                                     | \$73,014,340                         |
|                                   | 63 | Dec-24                 | \$78,338                  | \$96,200               | \$12,500     | \$3,094,687  | \$278,753                 | \$3,560,479         | \$0                                     | \$76,574,819                         |
|                                   | 64 | Jan-25                 | \$78,338                  | \$96,200               | \$887,500    | \$3,094,687  | \$278,753                 | \$4,435,479         | \$0                                     | \$81,010,298                         |
|                                   | 65 | Feb-25                 | \$78,338                  | \$96,200               | \$887,500    | \$3,094,687  | \$272,669                 | \$4,429,394         | \$0                                     | \$85,439,692                         |
|                                   | 66 | Mar-25                 | \$78,338                  | \$96,200               | \$87,500     | \$3,094,687  | \$272,669                 | \$3,629,394         | \$0                                     | \$89,069,086                         |
|                                   | 67 | Apr-25                 | \$78,338                  | \$96,200               | \$87,500     | \$3,094,687  | \$272,669                 | \$3,629,394         | \$0                                     | \$92,698,480                         |
| Phase 2 (Demo & Fields)           | 68 | May-25                 | \$78,338                  | \$57,143               | \$12,500     | \$3,094,687  | \$272,669                 | \$3,515,337         | \$0                                     | \$96,213,817                         |
|                                   | 69 | Jun-25                 | \$78,338                  | \$57,143               | \$58,538     | \$857,143    | \$34,388                  | \$1,085,550         | \$0                                     | \$97,299,366                         |
|                                   | 70 | Jul-25                 | \$74,738                  | \$57,143               |              | \$857,143    | \$34,388                  | \$1,023,412         | \$0                                     | \$98,322,778                         |
|                                   | 71 | Aug-25                 | \$74,738                  | \$57,143               |              | \$857,143    | \$34,388                  | \$1,023,412         | \$0                                     | \$99,346,190                         |
|                                   | 72 | Sep-25                 | \$74,738                  | \$57,143               |              | \$857,143    | \$34,388                  | \$1,023,412         | \$0                                     | \$100,369,601                        |
|                                   | 73 | Oct-25                 | \$65,758                  | \$57,143               |              | \$857,143    | \$34,388                  | \$1,014,432         | \$0                                     | \$101,384,033                        |
|                                   | 74 | Nov-25                 | \$57,213                  | \$57,143               |              | \$857,143    | \$34,388                  | \$1,005,887         | \$0                                     | \$102,389,919                        |
| Closeout                          | 75 | Dec-25                 | \$53,013                  | \$41,667               |              | \$857,143    | \$34,388                  | \$986,210           | \$0                                     | \$103,376,130                        |
|                                   | 76 | Jan-26                 | \$47,705                  | \$41,667               |              | \$166,667    | \$29,180                  | \$285,218           | \$0                                     | \$103,661,348                        |
|                                   | 77 | Feb-26                 | \$41,855                  | \$41,667               |              | \$166,667    |                           | \$250,188           | \$0                                     | \$103,911,536                        |
|                                   | 78 | Mar-26                 | \$38,355                  | \$41,667               |              | \$166,647    |                           | \$246,668           | \$0                                     | \$104,158,205                        |
|                                   | 79 | Apr-26                 | \$28,407                  | \$41,667               |              |              |                           | \$70,074            | \$0                                     | \$104,228,278                        |
|                                   | 80 | May-26                 | \$25,060                  | \$41,667               |              |              |                           | \$66,727            | \$0                                     | \$104,295,005                        |
|                                   | 81 | Jun-26                 | \$20,995                  |                        |              |              |                           | \$20,995            | \$0                                     | \$104,316,000                        |
|                                   | 82 | Jul-26                 |                           |                        |              |              |                           | \$0                 | \$0                                     | \$104,316,000                        |
|                                   | 83 | Aug-26                 |                           |                        |              |              |                           | \$0                 | \$0                                     | \$104,316,000                        |
|                                   | 84 | Sep-26                 |                           |                        |              |              |                           | \$0                 | \$0                                     | \$104,316,000                        |
|                                   |    | Subtotal for FY '19    | \$252,910                 | \$468,999              | \$0          | \$0          | \$0                       | \$721,909           |   |                                      |
|                                   |    | Subtotal for FY '20    | \$39,413                  | \$2,400                | \$0          | \$0          | \$0                       | \$41,813            |   |                                      |
|                                   |    | Subtotal for FY '21    | \$355,454                 | \$2,135,180            | \$0          | \$0          | \$0                       | \$2,490,634         |   |                                      |
|                                   |    | Subtotal for FY '22    | \$873,839                 | \$3,844,367            | \$138,128    | \$3,094,687  | \$278,753                 | \$8,229,775         |   |                                      |
|                                   |    | Subtotal for FY '23    | \$1,107,796               | \$1,154,401            | \$100,000    | \$37,136,249 | \$3,345,038               | \$42,843,483        |   |                                      |
|                                   |    | Subtotal for FY '24    | \$953,556                 | \$1,076,286            | \$2,966,871  | \$34,898,704 | \$3,076,335               | \$42,971,752        |   |                                      |
|                                   |    | Subtotal for FY '25    | \$602,575                 | \$535,714              | \$0          | \$5,642,837  | \$235,507                 | \$7,016,634         |   |                                      |
|                                   |    | TOTAL                  | \$4,185,543               | \$9,217,347            | \$3,205,000  | \$80,772,477 | \$6,935,633               | \$104,316,000       |   |                                      |



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