AUDIT DEPARTMENT

Audit Report

Haworth Contract Compliance Audit

June 2012

Angela M. Darragh, CPA, CISA, CFE
Audit Director

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Angela M. Darragh, CPA, CFE, CISA, Director

June 12, 2012

Mr. Don Burnette
Clark County Manager
500 South Grand Central Parkway, 6th Floor
Las Vegas, Nevada 89106

Dear Mr. Burnette:

Pursuant to Audit Department policy, we performed an audit of the Haworth contract. The audit objective is to determine whether Haworth Inc. is complying with contract provisions related to services and payments. Our audit procedures were performed as of January 27, 2012. Our procedures included performing a preliminary survey, analyses, and test of transactions on a sample basis. Our audit was conducted in accordance with generally accepted government auditing standards.

We concluded Haworth is not providing sufficient inventory management services as stated in agreement provisions. We found significant deficiencies in inventory management, contract management, and contract provisions. The deficiencies in the lack of inventory management have left furniture products at a high risk of misappropriation. Further, insufficient information is provided to allow the County to verify total labor hours charged, and the pricing structure used can potentially be manipulated by the vendor.

A draft report was provided to the Director of Real Property Management and the Purchasing Manager. We appreciate the cooperation and assistance provided by Real Property Management and Purchasing during the course of this audit.

Sincerely,

/s/ Angela M. Darragh

Angel M. Darragh, CPA
Audit Director

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TABLE OF CONTENTS

BACKGROUND 1

OBJECTIVES, SCOPE, AND METHODOLOGY 2

RESULTS IN BRIEF 3

DETAILED RESULTS 3

Lack of Inventory Management 3

Disposal and Damaged Products 5

Opportunity Exists to Manipulate Contract Pricing 5

Project Labor Pricing Method Not Verified 6

Labor Charges Not Verified 6

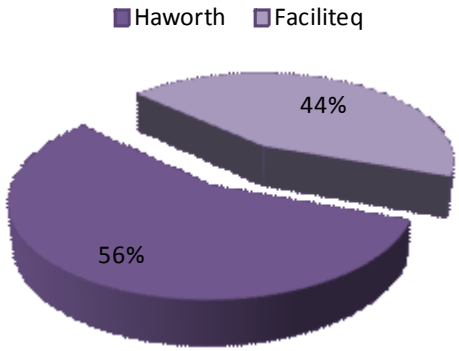
APPENDICES 7

Appendix A: Management Response Letter – Real Property Management 7

Appendix B: Management Response Letter – Purchasing 9

BACKGROUND Clark County is contracted with Haworth, Inc. (Haworth) to supply furniture, products, design, installation, and program management services. The contract with Haworth was approved on April 20, 1999, and included options to renew. The installation, inventory, and warehousing of the furniture is managed by Faciliteq. The furniture is systems and free-standing modular furniture that can be adapted, as it breaks down to component units and may be reinstalled. During fiscal year 2011, the County purchased approximately $780,000 of new furniture and expended approximately $600,000 in design, labor, reconfiguration, and warehousing. Figure 1 shows vendor payments to Haworth and Faciliteq for the audit period. Figure 2 shows a breakdown of expenditures by vendor for the largest projects that occurred during the audit period.

Vendor Payments
July 1, 2010, to June 30, 2011
Figure 1

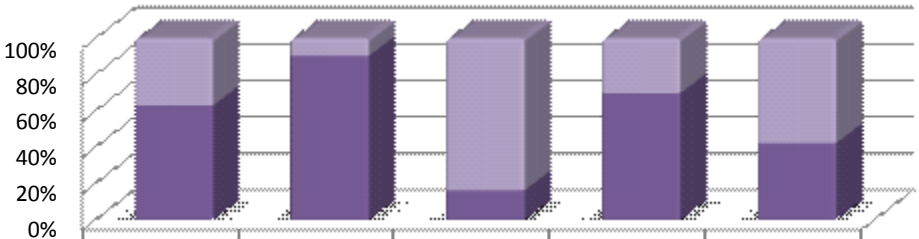


Pricing - The contract provisions include a percentage discount from the regular price list for new furniture and products. The prices may include installation with an increase in discounted prices of 2% with no related hourly labor charges for installation (***installed pricing)***. An hourly labor rate is charged (***used installed pricing***) for installation, teardown, and reinstallation of used systems furniture and/or new furniture that excludes the 2% increase over discounted prices. Design of systems furniture configurations are charged separately at a higher hourly rate.

Warehouse and Inventory - Faciliteq charges a rate per square foot for warehouse space and inventory management for furniture that requires storage. Clark County has increased the use of warehouse space from 1,200-1,600 to 1,200-7,800 square feet. On March 16, 2010, Faciliteq agreed to provide warehousing and management services at no charge for the allocation of warehouse space from March 1, 2010 to June 20, 2012 contingent on future contract renewal options.

New and Used Furniture Projects - Projects that include new furniture and inventoried furniture with uninstalls and reinstalls may involve separate pricing structures. To address mixed source projects, the contract was amended to allow that projects with more than 50% new furniture use ***installed pricing. Used installed pricing*** is used on projects with more than 50% inventoried furniture and the new furniture priced without the 2% installation increase. Hourly labor rates may apply to some component units.

Vendor Payments by Project
July 1, 2010, to June 30, 2011
Figure 2



	Development Services	LV Justice Court	District Court	Fire Department	Other Projects
Faciliteq	$349,703	$3,387	$88,948	$12,358	$147,924
Haworth	$595,351	$31,831	$17,350	$28,567	$108,264

Reconfiguration Projects - The contract clearly states that reconfiguration of systems furniture must be proposed separately. The rate for reconfiguration is the same as the rate for installation.

OBJECTIVES, SCOPE, AND METHODOLOGY

The objective of our audit is to determine whether Haworth Inc. is complying with contract provisions related to services and payments.

To achieve our audit objective, we reviewed pertinent contract terms and subsequent amendments, conducted interviews with key personnel, performed observations, reviewed policies and procedures, and examined supporting accounting records, system reports, and data.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Our procedures covered transactions for the period July 1, 2010 through June 30, 2011. The last day of fieldwork was January 27, 2012.

RESULTS IN BRIEF

Haworth is not providing sufficient inventory management services as stated in agreement provisions. We found significant deficiencies in inventory management, contract management, and contract provisions. The deficiencies in the lack of inventory management have left furniture products at a high risk of misappropriation. Further, insufficient information is provided to allow the County to verify total labor hours charged, and the pricing structure used can potentially be manipulated by the vendor.

DETAILED RESULTS

Lack of Inventory Management

We found that inventory management at Faciliteq is virtually nonexistent. An inventory list of products stored at the Faciliteq warehouse has not been updated since March 2010. Further, the inventory list provided by Faciliteq as of that date was not adequate, as it did not contain sufficient information such as dates, values, additions, deletions, and identifying information that would allow the County to make decisions about inventory status or use. The products maintained in inventory are also not tagged or barcoded by Faciliteq, as provided for in the agreement, for tracking. Real Property Management has not adopted policies and procedures for the monitoring of used inventory at Faciliteq.

Inventory management services and compensation for these services are part of the provisions addressed in the original contract and supplemented in the second amendment within Attachment A Scope of Services. On March 16, 2010, the BCC approved the fourth amendment to the Haworth Contract, which renegotiated warehouse space and inventory management services at zero cost. Since then, there has been insufficient inventory management and reporting.

We believe inventory of used modular furniture has likely increased, as warehouse space has increased from 1,200 to 7,800 square feet. This represents a substantial increase of space. We are unable to conclude whether used inventory is reasonably accounted for. The actual number of items and value of inventory is unknown.

Why is this Important?

Without appropriate inventory listings, the County is unable to adequately analyze whether there is excess used product that can be sold. Further, the County could be required to purchase new product, when used product is actually available in inventory. Finally, the County has no way to ensure all items remain in inventory and are not lost or stolen.

Recommendation We recommend that County Management determine who should be responsible for overseeing inventory management services in compliance with agreement provisions.

As part of the implementation of effective inventory management procedures, we recommend that the responsible party:

- Develop policies and procedures to monitor used inventory that include, but are not limited to, physical inspections and periodic counts reconciled to inventory reports.
- Maintain adequate and reliable inventory reports.
- Perform an analysis to determine a level of used inventory that is required to meet immediate needs of the County for replacement and reconfiguration projects, taking into consideration projected growth and movement within the County.
- Assure that used inventory levels are appropriate.

Disposal and Damaged Products

The contract does not address disposal of used products when products are not needed due to excess or damaged inventory once the standard warranty period expires. Neither Real Property Management nor Faciliteq could provide supporting documentation or policies and procedures for disposal of products or treatment of damaged goods.

Why is This Important?

Without inventory management and documentation for disposal, we are not able to determine whether there is any inventory shrinkage. This can provide the opportunity for the vendor or County employees to misappropriate County assets.

Recommendation

We recommend that the contract be amended to include provisions for disposal of damaged products. We further recommend that accountability for disposals and damaged products be part of the inventory management process.

Opportunity Exists to Manipulate Contract Pricing

We believe the contract terms related to the use of installed or used installed pricing could allow the vendor to manipulate the contract to their benefit. As currently written, labor charges are dependent on which type of furniture is used (newly purchased or used from inventory). If the project is more than 50% new product, a percentage fee is added to the new items. If the project is more than 50% used, the County is charged a set hourly rate for labor. Since the used inventory is solely managed by the vendor, they could manipulate the amount of new or used product to be used in an installation to obtain the most beneficial rate.

Contract provisions related to reconfiguration services are not implemented consistently. The second amendment states that reconfiguration services will be proposed separately according to the scope of work. Reconfiguration services are not always identified separately on purchase orders. The contract language is not sufficiently clear as to whether reconfiguration services are part of the determination of whether new or used installation is considered. Since the rate for the reconfiguration services is the same as the labor rate, we do not believe that distinguishing reconfigurations on purchase orders is significant. However, the contract language should be clarified to avoid confusion over determination on how labor rates are charged.

Why is This Important?

In one large project, 49.24% of new product was used, resulting in installation charges based on the hourly rate. As a result, the billed charges were approximately $45,000 more than they would have been under the alternate method, if only another 1% of new product was purchased.

Recommendation

We recommend that future amendments to the contract reduce the ability of the vendor to manipulate the use of new versus used product to their benefit. Some potential options could be to only charge hourly installation charges on mixed installations, or to have a County representative verify and agree to the installation pricing structure based on the breakdown of new versus used prior to the completion of the project. We believe that changing the method of charging labor will address the ambiguity over the reconfiguration services.

Project Labor Pricing Method Not Verified

The determination of whether a project is more than 50% new or used components is not verified by Real Property Management, as pull lists of used inventory are neither requested nor received.

Why is This Important?

The correct pricing method may not be used, causing Clark County to pay more than necessary.

Recommendation

We recommend that Real Property Management obtain pull lists and verify the pricing method used for projects. Authorization for payment of invoices should include approval of pricing method. We further recommend that all products be received and attested to by signature. This information should be retained for monitoring of inventory and related reports.

Labor Charges Not Verified

There is no verification of labor hours when approving payment for invoices. Real Property Management approves invoices based on a reasonable estimation of hours to perform services. Timesheets for actual labor hours are not required from Faciliteq. We requested timesheets from Faciliteq for two projects. The timesheets we received were not always completed entirely and lacked project information, labor hour type, and supervisor approval. We were unable to verify labor charges on invoices with the timesheet information provided.

Why is This Important?

Since the contract provisions call for an hourly labor rate, the County may not be paying the correct amount of labor charges.

Recommendation

We recommend that Real Property Management require some form of documentation for actual labor hours while projects are in process. Documentation of actual labor hours should be attested to by signature by Faciliteq and the County Project Coordinator or designee.

APPENDICES

Appendix A: Management Response Letter – Real Property Management

MEMORANDUM

DEPARTMENT OF REAL PROPERTY MANAGEMENT

CAREL CARTER
Director

JERRY STUEVE
Assistant Director

TO: Angela M. Darragh, Audit Director

FROM: Carel Carter, Director

SUBJECT: Haworth Contract Compliance Audit

DATE: May 18, 2012

This memo is Real Property Management's (RPM) written response to the Haworth Contract Compliance Audit for the period of July 1, 2010 through June 30, 2011.

RPM has never managed the Haworth Contract. RPM does utilize the contract for construction and tenant improvement projects.

Ref 1 Lack of Inventory Management

RPM conducts monthly meetings with Facilitec to discuss status of projects. This includes the use of used inventory before purchase of new product, as mandated by Purchasing. Meeting minutes are taken and distributed to all stakeholders. RPM has not developed policies and procedures for the monitoring of used inventory.

Had RPM been responsible for management of the contract, RPM would have required that the contract be written differently. RPM does not have the staffing to oversee the Haworth contract as currently written.

RPM recommends that the contract terms be rewritten to employ best management practices utilizing an effective use of resources.

Ref 2 Disposal and Damaged Product

RPM is not involved in the disposal of damaged product.

Ref 3 Opportunity Exists to Manipulate Contract Pricing

Unless approved otherwise by Purchasing, RPM follows the purchasing mandate that the inventory be used before purchasing of new product. RPM agrees that the contract language should be changed to avoid the opportunity for price manipulation.

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Ref 4 Project Labor Pricing Method Not Verified

Haworth provides pull lists when requested by RPM. RPM will begin requesting pull lists on all projects. RPM does not verify whether every individual piece of product is used or new. RPM does inspect the completed work and issues a punchlist for non-conforming and missing work. RPM does not have staffing or the overtime budget to verify whether every individual piece of product is new or used.

Ref 5 Labor Charges Not Verified

RPM requests quotes for labor prior to authorizing any work. RPM reviews all work performed invoices against quotes received. The RPM Project Manager and the Design and Construction Division Manager sign off on all invoices prior to issuance of payment. RPM will request labor reports with all invoices. RPM does not have staffing or the overtime budget to verify every hour worked on every project.

Please let me know if you need additional information.

Cc: Randy Tarr, Assistant County Manager
Jerry Stueve, Assistant Director of RPM
Chuck James, D & C Manager

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DONALD G. BURNETTE, County Manager

Appendix B: Management Response Letter – Purchasing

MEMORANDUM

DEPARTMENT OF FINANCE

GEORGE W. STEVENS
Chief Financial Officer

YOLANDA T. KING
Director of Budget & Financial Planning

YOLANDA C. JONES
Purchasing Manager

TO: Angela M Darragh, Audit Director

FROM: Yolanda C. Jones, Purchasing and Contracts Manager

SUBJECT: Haworth Contract Compliance Audit

DATE: June 8, 2012

Purchasing's responses to the Haworth Contract Compliance Audit for the period of July 1, 2010 through June 30, 2011, are provided below.

Note: For Finance management staff copied, a copy of RPM's response is provided so that you have complete responses to the compliance audit.

Please feel free to contact me should you need additional information or clarification.

Ref 1 Lack of Inventory Management

A meeting is being scheduled with management the week of June 25th. I anticipate management's decision on or before June 30, 2012. Regarding the inventory procedures, this would take some time to put together. That process will involve both Purchasing and RPM (7/31/12). In addition, relative changes to the contract will need to be made and incorporate County's requirements. Area of concern is the staffing for the oversight of the inventory management process.

Ref 2 Disposal and Damage Products

Amendment No. 5 will include provisions regarding disposal of surplus/damaged inventory. Clark County disposal guidelines will be incorporated into the amendment.

Ref 3 Opportunity Exist to Manipulate Contract Pricing

Purchasing is currently working with RPM in structuring the changes to Amendment No. 5 to reflect County's requirements and then negotiations will take place with Haworth/Faciliteq, which is anticipated that they will be completed by June 29th. Anticipate taking Amendment No. 5 to the Board on 08/07/12.

Please let me know if you need additional information.

cc: Ed Finger, Assistant County Manager
George W. Stevens, Chief Financial Officer
Yolanda King, Director of Budget & Financial Planning
Randy Tarr, Assistant County Manager
Rachael Bernal, Principal Auditor
Carel Carter, Director, Real Property Management
Jerry Stueve, Assistant Director of RPM
Chuck James, D & C Manager
Chetan Champaneri, Purchasing Analyst

faciliteq

817 S. Main Street
Las Vegas, NV 89101
P: (702) 795-8800
F: (702) 795-8838

July 13, 2012

Yolanda Jones
Purchasing Manager
Clark County Purchasing
500 S. Grand Central Pkwy
Las Vegas, NV 89106

RE: HAWORTH CONTRACT COMPLIANCE AUDIT

Dear Ms. Jones,

I am in receipt of the audit report dated June, 2012 and would like to provide responses to the conclusions written in the report. It should be stated in the beginning, that while many of the conclusions are moderately inaccurate, **we largely agree with the recommendations proposed by the audit committee**. The contract needs to be updated with more accurate terms and definitions, and include better checks and balances that will protect not only the County, but also to correct the misconception that Haworth and Faciliteq might have manipulated pricing in any way as stated in the report.

Methodology Used

While Ms. Petrova was very professional in the manner she interacted with our team, there was no single point of contact or a single source for questions. I was not privy to many of the audit inquiries and I am not fully confident we provided the County with exactly what was needed. I do know that each of us did our best to respond to the County's questions in a timely manner. As this contract is very important to us, we certainly would have committed the time and resources to accommodate the audit committee in this manner. The purpose of this reply is to fill in various blanks, further inform the examination process and recommend we all move forward with the needed improvements.

Lack of Inventory Management

The findings in this section are evidence that the County Audit Department did not receive sufficient information. The assertion that inventory management is "non existent" is simply incorrect. Below is an explanation of the process that we have used since 2006:

> Currently the County's furniture assets are tracked in a database (spreadsheet) which is maintained by Faciliteq for reference during the design phase. To optimize inventory use, the designer submits a pull-list to the warehouse to verify availability of necessary components. The warehouse worker physically locates the components and tags them in preparation for installation at a later date. The designer then logs those items as "reserved" and removes them from the inventory database. If the project is canceled for any reason, the items are returned to the general inventory and immediately made available for other projects. When items leave the warehouse, the inventory database is updated to reflect the changes in quantities. Similarly, when items are returned from a job site, the new quantities are added to the inventory sheet. This process allows Faciliteq to know what the County's current inventory is at any time. These inventory reports are available to the County at any time for auditing and/or reconciliation. Physical inspection/audit by

the County is available by appointment at any time as well. This has been the continuous process for inventory management since Faciliteq began managing inventory in 2006.

Prior to 2006 when Faciliteq took over managing the inventory, the County stored all of their used furniture in several Storage One garages with absolutely no inventory tracking system. These units were exactly where you might store Christmas decorations or old car parts. It was dangerous, inefficient to access, and the inventory was severely underutilized. This lead to our 2006 proposal to move the product to our warehouse and manage it more effectively.

From 2006-2010, Faciliteq maintained the inventory database, and in addition to following the process above, also performed other services like product disposition, reporting, and monthly reconciliations as part of the fees that the County was paying for. In March of 2010, Faciliteq and Haworth, under pressure from the County Commissioners to eliminate costs associated with storing furniture, offered to store furniture at no cost. At that time it was not discussed whether the County still expected that we would provide other "inventory management" services. In short, when the fees stopped in 2010, **we reduced our warehouse staff** and provided only storage at no cost to the County. **Faciliteq has continued to maintain the inventory database out of necessity to complete County projects.** We have had a continuous process in place from the beginning, it just hasn't been to the level that we provided when we were getting paid. The last comprehensive physical inventory (reconciliation) that occurred was in 2010, until earlier this year when another physical inventory (reconciliation) was performed to support the DAQEM project.

We agree that to some extent there has been insufficient inventory management, however, to conclude that it is "non-existent" is simply not accurate. Had we not maintained a process, we could not have re-used more than $8,000,000 (List) of warehouse inventory on projects over the last year alone, saving the County an estimated $4,800, 000 (List) on the cost of new furniture. Please reference the attached "Inventory Analysis" worksheet. This is only a sampling of larger projects where warehouse inventory was utilized. The inventory is used on a weekly basis to support routine moves, adds, and changes to County furniture.

References to bar-coding as stated in the agreement are outdated and do not apply to warehouse inventory, but rather new product shipped from the manufacturer. All major components **ARE** bar-coded when they leave the factory, identifying the major components by customer order number, part number, fabric and trim finish codes as well as date of manufacture. The manufacturer bar-codes remain intact on major components throughout the lifetime of the product.

Our Conclusion and Recommendation

We agree with the auditor's recommendations to implement a more effective system and that the contract should be amended to include provisions for disposal/recycling. Currently the County occupies more than 10,000 square feet of warehouse space (at no cost). Our collective goal should be to reduce this square footage through continued re-use on County projects, and through an effective recycling & disposal process. We also recommend better definition of "inventory management" be included in the contract.

In regards to bar-coding, it is important to keep in mind the context of this type of inventory. These are not "typical" furniture assets (i.e. desks, bookcases, chairs, etc.). Modular furniture components are a kit of parts consisting of multiple subassemblies used to build a system. Each panel consists of a dozen smaller pieces including but not limited to top-caps, raceways, hinges, electrical parts, etc. There are over 2.5 million unique part numbers in a modular furniture electronic catalog. It is not only impractical, but impossible to bar-code individual modular furniture components. In our industry, existing inventories of installed furniture are maintained in Computer Aided Design and Drafting (CADD) software, where the various components are drawn with smart symbols that

contain all of the data for that component, including color, size, cost, etc. Large companies use Computer Aided Facility Management (CAFM) software to track their furniture assets. Certainly there are expensive inventory management systems available, but most Haworth dealers who provide inventory management services utilize spreadsheets as an industry standard. Even one of the largest Haworth dealers in the country who provides inventory services for companies like Capital One and Enterprise Rent-a-Car, use simple spreadsheets to manage modular furniture inventories.

With regard to Disposal of Damaged products, there are no provisions in the contract for determining the usefulness of used furniture however; there is a general understanding of the procedure for disposal of damaged products. In addition, Haworth's non-obsolescence policy and lifetime warranty allows the County access to replacement parts 10, 15, 20+ years after purchase, so there is no need to dispose of furniture due to age. We recommend the following process for handling damaged and/or potentially unusable furniture:

- Faciliteq identifies "suspect" items upon receipt at the warehouse.
- The items are set apart in a designated area from the general population of furniture.
- Quarterly (if not more frequently) a representative from the County inspects the suspect furniture and determines disposition; disposal, recycle, sell.
- Faciliteq employs responsible methods for implementing the disposition determined by the inspector.

We conclude that with the cooperation of RPM and County Purchasing to implement better controls, Faciliteq has the capability to meet Clark County's inventory management needs.

Opportunity to Manipulate Contract Pricing

There is absolutely no evidence that Faciliteq or Haworth has ever used the terms of the contract to manipulate pricing. Our process for determining which pricing structure to use is backed by inventory quantity and cost data. We acknowledge that the terminology and definitions in the contract are somewhat complex, and therefore recommend an amendment to fix this issue, which I will outline later in this section. First, the background should be explained as to where the need for "Installed & Used Installed" pricing originated.

The original contract pricing included installation for every new component purchased. Over time, as the need to add components or reconfigure furniture grew, we determined that we could not afford to include installation for those items. For example, a common request might be to add a new tasklight to a workstation. The list price for that tasklight would be about $180, and include installation, which is about 2% of the "list" price for that item. So in this case, the allowance for installation would be about $3.60. The cost to Faciliteq to receive, deliver, and install that single tasklight would actually be about ten times that. In short, the volume was not enough to pay for the services to get it installed, and since most of the County's projects were adds and reconfigurations we were losing money on just about every project.

I presented this issue to the County in 2008 with a request to change the pricing methodology. Fortunately, Sandy Moody-Upton (purchasing analyst) understood the validity of our concerns and **together** we created Amendment #2, which included how to determine when to use "Installed" pricing and when to use "Used" pricing (also known as Product Only pricing). We concluded that when more than 50% of the value of the furniture for a reconfiguration was being purchased new, the volume would cover the cost of installation so we would discount the furniture as "Installed Pricing". If it was below 50%, we would use product only pricing and quote installation separately. Admittedly, this was somewhat arbitrary at the time, but nonetheless, we agreed that it would be the most objective method for determining pricing of new furniture and was added to the contract.

Our Conclusion and Recommendation

We agree with the auditor's recommendation to charge for installation separately on all "mixed" installations. In other words, use product only pricing for new furniture whenever "used" furniture is being utilized. This would serve several purposes:

- Eliminate the complexity of the 50% rule.
- Provide the County with the deeper "product only" discount (savings of 2% of list price).
- Eliminate the perception that pricing could be manipulated.
- Hold Faciliteq accountable to their installation hours.

Labor Charges Not Verified

Earlier this year, Faciliteq was asked to supply daily manpower reports for projects in process. After researching the contract, it does not appear that this is a requirement of the agreement. Nonetheless, we have implemented new processes to accommodate the request for daily manpower reports.

Our Conclusion and Recommendation

With help from RPM project managers and County Purchasing I am confident our new process will be successful and satisfy the auditor's recommendation.

We appreciate the opportunity to work with Clark County to improve the process and provide a clearer delivery model for managing and reusing the Clark County Inventory.

On behalf of Faciliteq and Haworth we thank you for your business.

Respectfully,

Damon Andrews
VP of Operations
Faciliteq, Inc.
(702) 795-8800

Cost Analysis: Re-using Existing Inventory vs. Purchasing New Furniture

2011-2012 Projects

Total Savings: $4,882,947.32 List Price

FACILITEQ PROJ. #	PROJECT NAME	OVERVIEW	RE-USE DESCRIPTION	PROJECT COST WITH "USED" FURNITURE: SUPPLEMENTAL NEW FURNITURE	LABOR	TOTAL COST (PRODUCT + LABOR)	vs. PROJECT COST IF PURCHASED "NEW": VALUE OF INVENTORY RE-USED	TOTAL PRODUCT (INV + EXISTING)	TOTAL NEW SUPPLEMENTAL	EST. LABOR (2% of Product Cost)	TOTAL PROJECT (PRODUCT + LABOR)
1123-5052	Development Services Center Section Reconfiguration	Tear down 24 workstations. Rebuild 18 larger workstations	Rebuild 18 larger workstations with product onsite along with Inventory Pulled.	$0.00	$11,733.75	$11,733.75	Inventory Pulled: $25,551.00 Existing Reuse: $494,111.00	$519,662.00	$0.00	$10,393.24	$530,055.24
106-2977	Development Services Expansion Project	Approx 163 workstations & 29 offices built for the expansion. (192 total). Also Included tearing down approx 32 workstations for Construction R.O.W.	Used CC Inventory, Product from 1st and 2nd Floor ERP building, Aces Vacated Buildings & Product From Building. Approx 90 workstations built from Inventory.	$2,143,381.00	$89,360.00	$2,232,741.00	CC Inventory Pulled: $1,002,381 ERP 1st Flr Pulled: $336,469 ERP 2nd Flr Pulled: $161,727 ACES Pulled: $352,238 CC Inventory Phase 2: $2,184 On Site Reuse: $354,613	$2,209,612.00	$2,143,381.00	$87,059.86	$4,440,052.86
402-5343	CC Detention Center Construction Office	New Construction Office for Larger Renovation	Build 3 workstations and small support station from Inventory	$0.00	$1,190.00	$1,190.00	Inventory Pulled: $70,438.00	$70,438.00	$0.00	$1,408.76	$71,846.76
59-5046	Business License Reconfiguration	2 stations reconfigured into one large supervisor workstation.	Reconfigure existing workstation using product onsite, inventory Pulled and new (mostly conference chairs)	$3,267.00	$724.50	$3,991.50	Inventory Pulled: $18,456.00 Existing Reuse: $20,710.00	$39,166.00	$3,267.00	$848.66	$43,281.66
1556-5370	Scanning and Imaging	Build 8 straight workstations for file scanning.	Reuse existing inventory from room along with Inventory Pulled to build 8 workstations, tables, & chairs	$0.00	$1,240.00	$1,240.00	Inventory Pulled: $13,671.00 Existing Reuse: $41,360.00	$55,031.00	$0.00	$1,100.62	$56,131.62
808-5583	Greystone A115	Build 1 additional workstation	Build workstation from Inventory + new product	$7,829.00	$843.75	$8,672.75	Inventory Pulled: $14,341.02	$14,341.02	$7,829.00	$443.40	$22,613.42
808-5112	Greystone 1850 Reconfiguration	Build 32 workstations and 3 printer support stations with inventory product. Tear Down 18 existing workstations & Build 4 workstations 1st Floor & Build 11 workstations on the 2nd Floor	Reconfigure existing workstations using product onsite, inventory Pulled + new. Using product tom down from Greystone 1850 and Inventory Pulled build 15	$182,280.00	$7,062.00	$189,342.00	Inventory Pulled: $87,557.00 Existing Reuse: $191,315.00	$278,872.00	$182,280.00	$9,223.04	$470,375.04
664-4971	RJC 11th & 16th Floor Judicial Staff Reconfiguration	Reconfigure 3 departments for additional staff. Depts 3, 17 and 21	Tear down 9 workstations and rebuild 12 workstations from Onsite Inventory, Inventory Pulled + new Product	$11,048.00	$4,128.00	$15,176.00	Inventory Pulled Dept 3: $12,555.00 Inventory Pulled Dept 17: $13,746.00 Inventory Pulled Dept 21: $14,863.00 Reuse Dept 3: $34,783.00 Reuse Dept 17: $40.874.00 Reuse Dept 21: $32,472.00	$149,293.00	$11,048.00	$3,206.82	$163,547.82
106-5524	Air Quality Relocation to 2nd Floor Development Services	Tear Down 34 existing workstations, Build 91 workstations, 2 lab areas, support areas, 20 offices, 2 break areas, 4 conference rooms, & Lobby and Lounge Furniture	Build 91 workstations From Inventory + 20 Offices, Conference Rooms, Lobby and Lounge New	$768,173.00	$69,543.00	$837,716.00	CC Inventory Pulled: $1,118,986.00 Existing Reuse: $452,886.00	$1,571,872.00	$768,173.00	$46,800.90	$2,386,845.90
TOTALS:						**$3,301,803.00**					**$8,184,750.32**

TOTAL SAVINGS (NEW - USED)
$518,321.49
$2,207,311.86
$70,656.76
$39,290.16
$54,891.62
$13,940.67
$281,033.04
$148,371.82
$1,549,129.90
$4,882,947.32