

Unfinished Business
11-29-10



Town of Middleborough

Indirect Cost Report

For

Fiscal Year 2011

Prepared by
Roger Brunelle, Director Information Technology
10/14/2010

Approved by the Board of Selectman 11/29/2010

October 14, 2010

Board of Selectmen
Town Hall
10 Nickerson Ave.
Middleborough, MA 02346

Honorable Board Members:

The fiscal year 2011 Indirect Cost review was by direction of your board, for the Information Technologies Department (I.T.D.) to annually update the indirect cost for the town. The departments involved have now been well established for the assessment of indirect costs. The Indirect Cost review covers the Water, Wastewater, Trash Collection, School and Gas and Electric Departments.

In assessing indirect costs each department head supplying services, reviewed direct application time of their personnel. This report reflects conservative hours expended on these tasks. .

The Data Processing Department in 1993 was assigned the task to properly affix a standardized proportional cost of the department's operation. The established method of charging computer time by CPU hour (Central Processing Unit) was developed. Other customers who have requested computer time and services have been assessed by this procedure. This method of CPU hourly charging was reviewed in 1996 by the Town's Auditors and again in 1999, 2003, 2007 and 2008, also by the Massachusetts Department of Revenue in 1999, 2005 and 2008 and was found to be sound.

Again, this review identifies the cost of doing business and this cost should be borne by the people receiving the service and not the general taxpayers of the Town of Middleborough.

This report summarizes the results of the 2011 fiscal year I.T.D. study to determine the amount of indirect cost provided by the Town in support of the Water, Wastewater, School, Trash Collection and Gas and Electric Department.

The benefit mark ups have been included in the report which impacts the Water, Wastewater, and Trash Collection, Gas and Electric and the School Department cost.

Objectives

1. *Determine the level of service that is provided by the various Town Departments in support of the listed Departments.*
2. *Calculate the associated salary, fringe benefits that are related to the level of service.*
3. *To establish an on-going formula and process that can be adjusted, year to year, for annual costs in establishing indirect charges.*

Findings

The review resulted in the following departments and boards being identified as providing services for the Department's transactions:

*Town Treasurer/ Collector
Town Accountant
Board of Selectmen
Town Manager
Water/Wastewater Commissioners
Town Hall
Police Department
Assessors Office
Health Department
Law Department
Town Audit
Information Technologies Department
Administration/Fringe Benefits**

**Fringe benefits of 35% are assessed on the salaries associated with the level of service.*

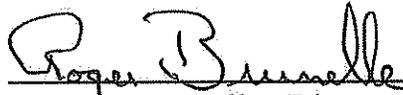
Summary sheets have been prepared for the above departments that outline the basic functions and transactions performed and the resulting indirect costs.

Note: the actual salary cost for the fiscal year 2010 was used. Where two or more employees were executing the duties an averaging of salaries was used to calculate an hourly rate.

Recommendations

This report recommends that the Town Assess the Water, Wastewater, Trash Collection, School and Gas and Electric Departments for incurred indirect costs based on operational requirements for fiscal year 2011. (Note, these indirect charges include Pension, Insurances and Health Insurances (which are charged at billed cost)) and that the indirect cost for fiscal year 2011 be set at:

WATER	\$ 1,942,669.
WASTE WATER	\$ 728,570.
Trash Collection	\$ 483,475.
SCHOOL	\$ 7,803,758.
GAS and ELECTRIC	\$ 2,196,801.



Roger Brunelle
Roger Brunelle, Director Information Technologies

Water Department

(Indirect Cost for Fiscal Year 2011)

Administration

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Treasurer</u>	22,079	19,205	20,948	30,567	30,308	33,452	33,452
<u>Town Accountant</u>	12,875	9,477	9,987	14,190	17,925	19,060	19,060
<u>Assessors</u>	5,534	4,280	4,564	7,003	7,535	8,059	8,059
<u>Water Commissioner</u>	2,214	2,611	2,771	1,926	1,985	2,075	2,075
<u>Board of Selectmen</u>	1,476	1,161	1,231	1,712	1,764	1,844	1,844
<u>Town Hall</u>	6,406	1,139	0	1,482	1,482	1,627	1,627
<u>Town Manager</u>	73,566	57,286	61,079	86,246	86,254	75,673	63,061
<u>Law Office</u>	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<u>Town Audit</u>	1,332	2,220	4,260	4,200	4,200	4,920	4,920
<u>I.T. Department</u>	85,346	81,899	81,632	80,324	76,876	70,170	66,139
	216,828	185,278	192,472	233,651	233,651	222,880	206,236

Employee Benefits

Retire Ply/County	79,739	88,794	81,654	101,921	109,009	110,997	121,244
FICA	6,000	7,200	8,400	9,000	9,270	10,000	10,292
Health/Life	173,999	196,227	213,751	216,497	230,500	250,399	268,702
Unemployment	0	0	0	0	0	0	0
Workers Comp.	14,000	14,000	35,690	35,690	43,459	20,610	25,046
HealthIns.Mig.Fund	0	0	4,140	4,140	0	0	4,000
	273,738	306,221	343,635	367,248	392,238	392,006	429,284

Insurance

Property	8,500	6,500	6,580	8,600	12,760	11,635	10,588
Liability	10,000	10,000	10,560	13,662	18,777	29,291	12,774
Boiler/Machinery	1,500	1,500	1,600	3,450	2,725	1,490	811
Automobile	10,880	10,880	12,000	18,400	17,542	7,947	6,146
Inland Marine							210
Umbrella	4,000	5,000	8,000	4,800	5,536	5,369	655
Public Officials	5,000	6,000	6,400	5,950	18,436	13,835	2,973
	39,880	39,880	45,140	54,862	75,776	69,567	34,157

Borrowing

0	0	0	0	0	0	0	1,272,992
0	1,272,992						

Total Indirect

530,446	531,379	581,247	655,761	701,665	684,453	1,942,669
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Wastewater Department

(Indirect Cost for Fiscal Year 2011)

Administration

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Treasurer</u>	21,393	18,697	20,387	29,756	29,840	32,722	32,722
<u>Town Accountant</u>	12,875	9,477	9,987	14,190	17,925	19,060	19,060
<u>Assessors</u>	5,534	4,280	4,564	7,535	7,535	8,059	8,059
<u>Sewer Commissioner</u>	2,214	0.00	0.00	1,985	1,985	2,075	2,075
<u>Board of Selectmen</u>	1,476	1,161	1,231	1,764	1,764	1,844	1,844
<u>Town Hall</u>	6,406	1,139	0.00	1,482	1,482	1,627	1,627
<u>Town Manager</u>	42,038	32,735	34,902	49,288	49,288	37,836	37,836
<u>Law Office</u>	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<u>Town Audit</u>	1,332	2,220	4,260	4,680	4,680	4,920	4,920
<u>I.T. Department</u>	71,997	72,206	73,589	63,153	69,757	63,672	60,014
	171,265	147,915	154,920	179,833	190,255	177,815	174,157

Employee Benefits

Retirement Ply/Coun	37,981	46,042	42,654	59,802	59,921	65,127	78,287
FICA	4,700	4,700	5,000	5,200	5,665	7,000	8,000
Health/Life	71,405	73,294	74,335	66,854	89,500	113,758	99,618
Unemployment	0	0	0	0	0	0	0
Workers Comp.	6,000	7,500	8,000	20,117	24,833	9,774	9,853
Health Ins.Mig.Fund	0	0	1,260	1,260	0	0	2,500
	114,086	124,036	131,249	153,233	179,919	195,659	198,258

Insurance

Property	2,500	2,500	2,820	4,058	3,300	3,510	2,636
Liability	4,400	4,400	4,800	6,700	8,783	12,180	4,357
Boiler/Machinery	500	500	533	700	553	447	202
Automobile	4,080	4,785	5,040	14,950	12,670	3,973	3,964
Inland Marine							158
Umbrella	2,000	3,000	4,800	4,800	3,322	3,221	288
Public Officials	1,600	2,000	2,200	5,950	6,337	4,756	2,973
	13,480	24,685	20,193	31,208	28,628	28,087	14,578

Landfill Offset

Landfill Offset	50,363	50,363	*0	*0	*0	*0	*0
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Borrowing

	0	0	0	0	0	0	341,577
	0	0	0	0	0	0	341,577

Total Indirect Offset

	349,194	346,999	306,362	364,274	398,802	401,561	728,570
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* See attached

Trash Department

(Indirect Cost for Fiscal Year 2011)

Administration	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Treasurer</u>							33,452
<u>Town Accountant</u>							19,061
<u>Assessors</u>							8,059
<u>Board of Selectmen</u>							1,366
<u>Town Hall</u>							1,627
<u>Town Manager</u>							7,883
<u>Law Office</u>							6,000
<u>Town Audit</u>							4,920
<u>I.T. Department</u>							57,584
							139,951
Employee Benefits							
Retire Ply/County							65,500
FICA							5,101
Health/Life							100,705
Unemployment							0.00
Workers Comp.							32,107
HealthIns.Mig.Fund							2,500
							205,913
Insurance							
Property							335
Liability							2,883
Boiler/Machinery							26
Automobile							3,037
Inland Marine							3,884
Umbrella							205
Public Officials							1,982
							12,352
Borrowing							
							0
							125,260
							125,260
Total Indirect							
							483,475

School Department

(Indirect Cost for Fiscal Year 2011)

Administration

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Treasurer</u>	25,975	27,931	42,060	44,320	47,455	47,455
<u>Town Accountant</u>	14,206	14,916	21,163	27,246	28,931	28,931
<u>Board of Selectmen</u>	1,160	1,231	1,764	1,307	1,366	1,844
<u>Town Manager</u>	10,535	11,295	15,823	15,823	16,040	16,040
<u>Town Hall</u>	1,139	0	1,482	1,482	1,627	1,627
<u>Health Clinics/Insp.</u>	5,289	5,448	9,307	9,307	8,876	8,877
<u>Police Services</u>	0	41,662	49,968	49,968	49,968	33,751
<u>Assessors</u>	636	671	750	750	800	800
<u>Law Office</u>	6,000	6,000	6,000	6,000	6,000	6,000
<u>Town Audit</u>	5,180	9,940	10,920	10,920	11,480	11,480
<u>I.T. Department</u>	52,101	134,578	58,828	125,882	114,901	103,607
	121,585	253,672	218,063	293,004	287,444	260,412

Employee Benefits

Retirement	635,223	719,680	748,492	861,578	875,024	960,721
Teacher Early Retire.	19,516	0	0	0	0	0
FICA	235,591	245,015	262,166	275,274	275,274	286,215
Health/Life	3,601,653	3,976,225	5,467,906	6,048,000	4,859,211	4,342,072
Health/Retired Staff	987,018	1,089,668	0.00	0.00	1,811,064	1,416,734
Unemployment	125,000	125,000	125,000	125,000	125,000	125,000
Workers Comp.	100,000	106,000	271,104	335,258	184,223	208,526
Health Ins. Mig. Fund		106,200	106,200	0	43,000	55,000
	5,604,001	6,367,788	6,980,868	7,645,110	8,172,796	7,394,268

Insurance

Property	70,000	70,000	75,550	66,440	68,650	61,485
Liability	16,200	16,200	25,814	33,779	25,113	14,867
Boiler/Machinery	10,350	10,350	12,000	9,841	9,086	4,708
Automobile	13,500	13,500	18,400	15,593	14,128	17,545
Umbrella	7,000	7,000	11,200	7,751	7,516	1,840
Public Officials	0	0	0	0	0	3,963
School Board	16,000	16,000	12,500	13,633	17,769	13,511
	133,050	133,050	155,464	147,037	142,262	117,919

Maintenance

Highway Department	37,809	27,109	27,109	27,109	28,736	28,736
Building Inspections	2,398	2,398	2,398	2,398	2,422	2,422
	40,207	29,507	29,507	29,507	31,158	31,158

Borrowing

Under Writing Cost						
Short Term Int.						
LngTer P/I Bond Cost		141,215	493,645	861,466	715,415	0

Total Ind Offset

	5,898,843	6,925,232	7,877,547	8,976,124	9,349,075	7,803,758
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Gas and Electric Department

(Indirect Cost for Fiscal Year 2011)

Administration	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<u>Treasurer</u>	29,929	23,468	25,359	27,950	38,055	41,757	41,757
<u>Town Accountant</u>	11,730	9,911	10,301	10,782	14,616	15,462	15,462
<u>Assessors</u>	1,485	636	671	772	821	875	875
<u>Board of Selectmen</u>	738	392	416	428	441	461	461
<u>Town Hall</u>	4,874	3,318	3,558	3,727	3,692	3,743	3,743
<u>Town Manager</u>	4,690	1,537	0.00	1,482	1,482	1,627	1,627
<u>Law Office</u>	6,000	2,500	6,000	2,500	2,500	2,500	2,500
<u>Town Audit</u>	1,147	1,110	2,130	2,100	2,340	2,460	2,460
<u>I.T. Department</u>	32,879	29,558	29,462	28,990	27,567	25,162	23,718
	93,472	72,430	77,897	78,732	91,515	94,047	92,602

Employee Benefits

Retirement Ply/C	385,897	475,089	527,371	658,146	675,721	675,788	810,972
FICA	30,450	32,277	48,500	52,000	55,120	57,000	59,000
Health/Life	659,990	738,522	820,000	813,542	925,000	1,049,353	842,227
Mig. Fund			15,840	15,840	0	15,840	12,000
	1,076,337	1,245,888	1,411,711	1,539,528	1,655,841	1,797,981	1,724,199

Insurance

0	0	0	0	0	0	0	0
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Borrowing

0	0	0	0	0	0	0	0
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Sub Total

1,169,809	1,318,318	1,489,608	1,618,260	1,747,356	1,892,028	1,816,801
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In Lieu of Taxes

Total	350,477	366,544	366,544	372,000	372,000	392,784	380,000
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Total Offset

1,520,286	1,684,862	1,856,152	1,990,260	2,119,356	2,284,812	2,196,801
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Support Functions Performed

Functions Performed by Treasurer/Collector Department

Treasurer:

Functions performed:

1. Banking Services:

- a. Transportation to the bank of all daily receipts.
- b. Pick up deposit bags and receipts.
- c. Enter all deposits into account register.
- d. Review summarization of receipts.
- e. Complete wire transfers to pay power bills, review Warrants for G&E.
- f. Review bad checks returned to office.
- g. Invest all Town funds.
- h. Maintain all Town capital project accounts.
- I. Maintain depreciation account for G&E.
- j. Reconcile all account balances with Accountant.
- k. Maintain School Scholarship funds.
- L. Voucher and issue Scholarship checks to students.

2. Employee Benefits:

- a. Analyze and breakdown cost for Plymouth County Retirement For the Gas and Electric, Water, Waste water, Schools and General Government contributions.
- b. Bill semi-annually for Town retirement.

Treasurer/Collector Continued

- c. Provide employees with information and obtain information from retirement board for Town employees when requested.
- d. Prepare and submit to the Town Accountant and Finance Committee the annual budget for Health and Life Insurance.
- e. Attend various health insurance meetings during the year, reviewing insurance costs and benefits.

3. Payroll:

- a. Review and approve Quarterly reports to State and Federal Government.
- b. Review and approve W-2's and year end reports filed with State and Federal Government.

4. Debt:

- a. Prepare and submits to the Town Accountant and the Finance Committee the Annual budget.
- b. Maintain all capital project accounts voucher payments, wire transfers and billing.
- c. Responsible for all bidding on Notes and Bonds, reviewing issued debt, legal services, etc.

5. Collections:

- a. Review and approve all municipal lien certificates.
- b. Review Gas and Electric, Water and Waste Water liens.
- c. Recover payment on bad checks.
- d. Review Real Estate, Personal Property, Motor Vehicle Excise Commitment and Warrants upon receipt from the Assessors Department.
- e. Resolve problems dealing with the Collection of revenues.

Assistant Treasurer/Collector:

Functions performed:

1. Banking Services:

- a. Responsible for banking services in absence of the Treasurer.

2. Employee Benefits:

- a. Prepare and submit paperwork to retirement board when employees are hired, terminated or retired.
- b. File monthly reports with the County Retirement and vouchers employee's contributions.
- c. Provide employees with information and obtains information when requested pertaining to retirement.
- d. Track creditable service for retiring employees.
- e. Distribute yearly statements of employee contributions.
- f. Enroll employees in health insurance.
- g. Bill on a monthly basis for active and retired employees.
- h. Pay health claims and vouchers bills.
- I. Contact Medicare and social security to resolve problems for retirees.
- j. Handle all problems and complaints employees have pertaining to health insurance, including contacting insurance company to resolve problems.
- k. Submit paperwork for life insurance for new hires.
- L. File beneficiary claim forms upon death.
- m. Maintain and update life insurance files.
- n. Voucher and pay monthly bills on life insurance.

3. Payroll:

- a. Compile information and prepare quarterly tax reports for Federal, State and FICA taxes.
- b. Compile information and proofs, runs W-2's and prepare Federal and State reports.
- c. Answers any questions regarding voluntary deductions.
- d. Voucher, reconcile and pay weekly or monthly bills dealing with voluntary deductions.

Payroll Clerk

Functions performed:

- a. Verify and enter payroll data weekly, except for Schools.
- b. Track, voucher and pay various payroll deductions which include, Federal, State, FICA taxes, credit unions, union dues, payroll levies, deferred compensation, US bonds, etc.
- c. Input changes when raises are given, calculates and verify changes before entering, except for the school.
- d. Assist in the running, bursting and sorting of W-2's.
- e. Runs, bursts and sorts weekly payroll.
- f. Maintains all employee files for pay purposes.

Accounts Payable Clerk

Functions Performed:

- a. Process checks, vouchers for payment, except the school.
- b. Files all payment warrants.
- c. Files all processed checks.
- d. Pairs up invoices and checks.
- e. Processes all incoming and out going mail.

Reconciliation Clerk

Functions Performed:

- a. Total and verify schedule of payments to Treasurer.
- b. Enter daily receipts into cashbook.
- c. Summarize receipts at month end and prepare schedule of Treasurer receipts.
- d. Processes payments to the Commonwealth of Mass.
- e. Process refunds from power companies.
- f. Reconcile deposits, vendor, capital, payroll and depreciation accounts monthly.
- g. Verify and enter all adjustments to reconciled accounts.

Collection Department:

Functions Performed:

- a. Prepare all municipal lien certificates including Gas and Electric balances.
- b. Collect and report all liens including Gas and Electric.
- c. Reconcile all liens including the Gas and Electric to the Town Accountants records.
- d. Provide assistance to Gas and Electric personnel on the lien and collection process once the lien is committed to the Assessors office.
- e. Advertise and record all tax takings.
- f. Collection of Revenue for the operation of Town Departments, excluding the Gas and Electric, except for liens.

Functions Performed by Town Accountant's Office

Accountant:

Functions performed:

- a. Code and analyze monthly cash receipts received from Treasurer.
- b. Enter data into computer, verify and authorize posting to files.
- c. perform monthly transfers of cash for indirect costs owed to general fund.
- d. Book monthly commitments and other journal entries as needed.
- e. Analyze general ledger and book transfers.
- f. Report Gas and Electric as separate fund for state schedule A report.
- g. Review bills and gives direction as to procedure for any problems.
- h. Answer questions and supply copies of bills upon request.
- I. Work with Finance Committee and other financial officers in determining direct cost for Town meeting action.

Accounting Staff Responsibilities:

- a. Verify invoice amounts and additions for all vendor payments.
- b. Code vendor numbers on bills if not provided.
- c. Enter all data into computer for processing of warrant.
- d. Verify; run warrants, checks, check registers and payments by vendor reports.
- e. Notify Selectmen for signatures and separate copies, forward checks, bills and warrants to the Treasurer.

Accounting Staff Responsibilities (continued)

- f. Stamp paid bills with payment date and file by warrant number.
- g. Run monthly reports of all accounts.
- h. Answer questions and supply copies of bill upon request.
- I. Verify vendor FID numbers and contact vendors by mail or telephone if number is not supplied.
- j. Analyze payroll labor distribution for the State report.
- k. Verify all hourly/salary increases per contracts.
- L. Process fiscal year end vendor report for the State.
- m. Process calendar year report for the State.
- n. Run year-end 1099's.

Board of Selectmen

Confidential Secretary

Functions performed:

- a. Set hearings for pole placement reviews.
- b. Post meetings.
- c. Maintain Meeting Minutes.
- d. Produce policy documents established by the Board.
- e. Maintain all correspondence and telephone messages.

Functions Performed by Town Manager's Office

Town Manager

Functions performed:

- a. Maintain all duties and responsibilities as required by the Town Charter.
- b. Maintain all duties and responsibilities as required by the Board of Selectmen.
- c. Maintain all duties and responsibilities as required by the State Law.

Functions Performed by Town Manager's Office (continued)

Assistant to the Town Manager

Functions performed:

- a. Produce policy documents established by the Town Manager.
- b. Maintain all correspondence and telephone messages.
- c. Maintain all accounts assigned to the Department.
- d. Perform all duties as the Procurement Officer.

Water & Wastewater Commissioners

Confidential Secretary

Functions performed:

- a. Set hearings for rate reviews.
- b. Post meetings.
- c. Maintain Meeting Minutes.
- d. Produce policy documents established by the Commissioners.
- e. Distribute all documents directed by the Commissioners.
- f. Maintain all correspondence and telephone messages.

Functions Performed by Police Department

Cross/Guard High School

Burkland/Mayflower

Functions performed:

These positions, one at the exit to the high school and one at the rear entrance of the Burkland/Mayflower on RT 28 across from the plaza are manned in the afternoon at school completion time to assist the departure of the buses and students.

School Resource Officer

Functions performed:

This position is directly assigned daily to the school system and supplies police resources and related court services as the name implies.

Functions Performed by Health Department

Health Officer

Functions performed:

This position is directly responsible for the food and sanitary inspection at the schools.

Health Nurses

Functions performed:

These positions are directly responsible for health clinics at the schools.

Functions Performed by the Law Office

Functions performed:

This is a proportioned cost of Town Councils activity for the Town in support of the identified departments.

Functions Performed Within the Town Audit

Functions performed:

This is a proportioned cost of Towns Audit activity's for the identified departments.

Functions Performed by Town Hall

The Town Hall charge is based on square foot assessment for each user department and then is proportionately adjusted for the processing of the Gas and Electric, Water, Waste Water, School and General Government activity. The formula for establishing square footage charge is to take the Town Hall budget and divide it by the total square footage available.

Functions Performed by Information Technologies Department

The I.T. Department's charge is based on a simple formula of CPU (Central Processing Unit) hourly charge. This charge is reflective of the annual budgetary cost of the department divided by the hours available on the system, which is 8,736 hours per year. Therefore, a Fiscal year budget divided by 8,736 equals a CPU hourly charge. This hourly charge is affected by the operation budget and therefore will increase or decrease each year. The method of using the CPU hours by department (assessed for Gas and Electric, Water/Wastewater, School processing access) multiplied by this hourly rate develops the indirect charges:

Exhibit 'A'

(Indirect Labor Cost Analysis Fiscal Year 2011)

Treasurer

Annual Labor Cost

(X 52 Weeks)

Treasurer

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
48.200 (wk hrs)	3.800	3.800	5.250	4.850	3.800
(ann cost)	9,524	9,524	13,159	12,156	9,524

Asst./Treasurer

28.861 (wk hrs)	2.000	2.000	6.750	5.250	2.000
(ann cost)	3,002	3,002	10,130	7,879	3,002

Pavroll

20.791 (wk hrs)	3.250	2.750	1.125	3.350	3.250
(ann cost)	3,514	2,973	1,216	3,622	3,514

Acct/Payable

24.406 (wk hrs)	2.750	2.750	4.250	3.130	2.750
(ann cost)	3,490	3,490	5,394	3,972	3,490

Reconciliation

28.861 (wk hrs)	1.500	1.500	3.500	2.200	1.500
(ann cost)	2,251	2,251	5,253	3,302	2,251

Collection Staff

25.626 (wk hrs)	2.250	2.250	0.000	0.000	2.250
(ann cost)	2,998	2,998	0.000	0.000	2,998
	24,779	24,238	35,152	30,931	24,779

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

8,673	8,483	12,303	10,826	8,673
33,452	32,722	47,455	41,757	33,452

Town Accountant

Annual Labor Cost

(X 52 Weeks)

Town Accountant

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs)	3.250	3.250	5.250	3.250	3.250
47.121 (ann cost)	7,963	7,963	12,864	7,963	7,963

Account/Payable

(wk hrs)	4.850	4.850	6.750	2.750	4.850
24.406 (ann cost)	6,155	6,155	8,567	3,490	6,155
	14,119	14,119	21,430	11,453	14,119

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

4,942	4,942	7,501	4,009	4,942
19,060	19,060	28,931	15,462	19,061

Exhibit 'A'

(Indirect Labor Cost Analysis Fiscal Year 2011)

Treasurer

Annual Labor Cost

(X 52 Weeks)

Treasurer

	Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
	48.200 (wk hrs)	3.800	3.800	5.250	4.850	3.800
	(ann cost)	9,524	9,524	13,159	12,156	9,524

Asst./Treasurer

	28.861 (wk hrs)	2.000	2.000	6.750	5.250	2.000
	(ann cost)	3,002	3,002	10,130	7,879	3,002

Payroll

	20.791 (wk hrs)	3.250	2.750	1.125	3.350	3.250
	(ann cost)	3,514	2,973	1,216	3,622	3,514

Acct/Payable

	24.406 (wk hrs)	2.750	2.750	4.250	3.130	2.750
	(ann cost)	3,490	3,490	5,394	3,972	3,490

Reconciliation

	28.861 (wk hrs)	1.500	1.500	3.500	2.200	1.500
	(ann cost)	2,251	2,251	5,253	3,302	2,251

Collection Staff

	25.626 (wk hrs)	2.250	2.250	0.000	0.000	2.250
	(ann cost)	2,998	2,998	0.000	0.000	2,998
		24,779	24,238	35,152	30,931	24,779

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

		8,673	8,483	12,303	10,826	8,673
		33,452	32,722	47,455	41,757	33,452

Town Accountant

Annual Labor Cost

(X 52 Weeks)

Town Accountant

	Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
	(wk hrs)	3.250	3.250	5.250	3.250	3.250
	47.121 (ann cost)	7,963	7,963	12,864	7,963	7,963

Account/Payable

	(wk hrs)	4.850	4.850	6.750	2.750	4.850
	24.406 (ann cost)	6,155	6,155	8,567	3,490	6,155
		14,119	14,119	21,430	11,453	14,119

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

		4,942	4,942	7,501	4,009	4,942
		19,060	19,060	28,931	15,462	19,061

Exhibit 'A'

(Indirect Labor Cost Analysis Fiscal Year 2011)

Assessors Department

Annual Labor Cost
(X 52 Weeks)

Assessor/ Appraiser

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 1.125	1.125	1.125	0.125	0.150	1.125
42.384 (ann cost)	2,479	2,479	275	331	2,479

Assessors Staff

(wk hrs) 2.750	2.750	2.750	0.250	0.250	2.750
24.406 (ann cost)	3,490	3,490	317	317	3,490
	5,970	5,970	593	648	5,970

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

2,089	2,089	207	227	2,089
8,059	8,059	800	875	8,059

Water Commissioners

Annual Labor Cost
(X 52 Weeks)

Confidential Secretary

Hourly Rate	Water	Wste/Wtr	School	G&E
(wk hrs) 1.125	1.125	1.125	0.000	0.000
26.271 (ann cost)	1,537	1,537	0.00	0.00
	1,537	1,537	0.00	0.00

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

538	538	0.00	0.00
2,075	2,075	0	0

Board of Selectmen

Annual Labor Cost
(X 52 Weeks)

Confidential Secretary

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 1.000	1.000	1.000	1.000	0.250	1.00
26.271 (ann cost)	1,366	1,366	1,366	342	1,366
	1,366	1,366	1,366	342	1,366

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

478	478	478	120	478
1,844	1,844	1,844	461	1,844

Town Hall

Annual Labor Cost
(X 52 Weeks)

Custodian

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 1.270	1.270	1.270	1.270	1.270	1.270
18.252 (ann cost)	1,205	1,205	1,205	1,205	1,205
	1,205	1,205	1,205	1,205	1,205

Plus 35% Benefit

Mark Up

Total A/ Labor Cost

422	422	422	422	422
1,627	1,627	1,627	1,627	1,627

Exhibit 'A'

(Indirect Labor Cost Analysis Fiscal Year 2011)

Town Manager
Annual Labor Cost
(X 52 Weeks)

Town Manager

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 12.000	12.000	6.000	3.000	0.700	1.250
62.500 (ann cost)	39,000	19,500	9,750	2,275	4,063

Assist. to Town Manager

(wk hrs) 12.000	12.000	6.000	1.500	0.350	1.250
27.330 (ann cost)	17,054	8,527	2,132	497	1,776
	56,054	28,027	11,882	2,772	5,839

Plus 35% Benefit
Mark Up

Total A/ Labor Cost

	19,619	9,809	4,159	970	2,044
	75,673	37,836	16,040	3,743	7,883

Health
Annual Labor Cost
(X 52 Weeks)

Health Agent

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 0.000	0.000	0.000	1.000	0.000	0.000
42.384 (ann cost)	0	0	2,204	0	0

Nursing Staff

(wk hrs) 0.000	0.000	0.000	3.000	0.000	0.000
28.021 (ann cost)	0	0	4,371	0	0
	0	0	6,575	0	0

Plus 35% Benefit
Mark Up

Total A/ Labor Cost

	0	0	2,301	0	0
	0	0	8,877	0	0

Police
Annual Labor Cost
(X 52 Weeks)

School Resource Officer

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs) 0.000	0.000	0.000	20.000	0.000	0.000
40.660 (ann cost)	0	0	21,143	0	0

C/G High School

(wk hrs) 0.000	0.000	0.000	3.000	0.000	0.000
24.730 (ann cost)	0	0	1,929	0	0

C/G May/Burkland

(wk hrs) 0.000	0.000	0.000	3.000	0.000	0.000
24.730 (ann cost)	0	0	1,929	0	0
	0	0	25,001	0	0

Plus 35% Benefit
Mark Up

Total A/ Labor Cost

	0	0	8,750	0	0
	0	0	33,751	0	0

DPW Office Personnel
Annual Labor Cost
(X 52 Weeks)

Senior Clerk

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
(wk hrs)					488
24.406 (ann cost)					25,382

Exhibit 'A'

(Indirect Labor Cost Analysis Fiscal Year 2011)

Plus 35% Benefit
 Mark Up
Total A/ Labor Cost

0	0	0	0	8,884
0	0	0	0	34,266

DPW Personnel Trash
Annual Labor Cost
 (X 52 Weeks)

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
X 4 (wk hrs)	0.000	0.000	0.000	0.000	40.000
18.800 (ann cost)	0.00	0.00	0.00	0.00	156,416

Plus 35% Benefit
 Mark Up
Total A/ Labor Cost

0.000	0.000	0.000	0.000	54,746
0.000	0.000	0.000	0.000	211,162

DPW Personnel Ryc
Annual Labor Cost
 (X 52 Weeks)

Hourly Rate	Water	Wste/Wtr	School	G&E	Trash
X 2/2 (wk hrs)					805
20.130 (ann cost)					41,870.40

Plus 35% Benefit
 Mark Up
Total A/ Labor Cost
Total A/ Labor Cost

0.0	0.000	0.000	0.000	14,655
0	0	0	0	56,525
140,162	101,596	137,699	62,297	372,250

Exhibit 'B'

(Indirect Computer Central Processing Cost Analysis Fiscal Year 2011)

Treasurer/Collector Department

Central Processor Unit Hours
(X 52 Weeks)

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Treasurer</u>	(wkly hrs) 1.950	1.950	4.250	2.750	1.950
33.41	(ann cost) 3,388	3,388	7,385	4,778	3,388
<u>Asst./Treasurer</u>	(wkly hrs) 1.000	1.000	3.875	2.650	1.000
33.41	(ann cost) 1,738	1,738	6,733	4,604	1,738
<u>Payroll</u>	(wkly hrs) 1.130	1.130	4.525	3.000	1.130
33.41	(ann cost) 1,963	1,963	7,862	5,213	1,963
<u>Acct/Payable</u>	(wkly hrs) 0.653	0.653	2.380	0.590	0.653
33.41	(ann cost) 1,134	1,134	4,135	1,025	1,134
<u>Reconciliation</u>	(wkly hrs) 0.950	0.950	1.688	1.358	0.950
33.41	(ann cost) 1,651	1,651	2,932	2,359	1,651
<u>Collection Staff</u>	(wkly hrs) 0.875	0.875	0.000	0.175	0.875
33.41	(ann cost) 1,520	1,520	0	304	1,520
	11,394	11,394	29,047	18,283	11,394

Town Accountant

Central Processor Unit Hours
(X 52 Weeks)

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Town Accountant</u>	(wkly hrs) 1.125	1.125	2.625	2.125	1.125
33.41	(ann cost) 1,955	1,955	4,561	3,692	1,955
<u>Account/Payable</u>	(wkly hrs) 3.650	3.650	4.063	0.688	3.650
33.41	(ann cost) 6,342	6,342	7,060	1,195	6,342
	8,297	8,297	11,621	4,888	8,297

Assessors Department

Central Processor Unit Hours
(X 52 Weeks)

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Assessor/ Appraiser</u>	(wkly hrs) 0.844	0.844	0.094	0.051	0.844
33.41	(ann cost) 1,466	1,466	163	89	1,466
<u>Assessors Staff</u>	(wkly hrs) 0.865	0.865	0.865	0.150	0.865
33.41	(ann cost) 1,503	1,503	1,503	261	1,503
	2,969	2,969	1,666	349	2,969

Exhibit 'B'

(Indirect Computer Central Processing Cost Analysis Fiscal Year 2011)

Water Commissioners

Central Processor Unit Hours

(X 52 Weeks)

Confidential Secretary

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>
(wkly hrs)	0.875	0.750	0.000	0.000
33.41 (ann cost)	1,520	1,303	0	0
	1,520	1,303	0	0

Board of Selectmen

Central Processor Unit Hours

(X 52 Weeks)

Confidential Secretary

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
(wkly hrs)	0.650	0.650	0.650	0.033	0.650
33.41 (ann cost)	1,129	1,129	1,129	56	1,129
	1,129	1,129	1,129	56	1,129

Town Hall

Central Processor Unit Hours

(X 52 Weeks)

Custodian

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
(wkly hrs)	0.000	0.000	0.000	0.000	0.000
33.41 (ann cost)	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00

Town Manager

Central Processor Unit Hours

(X 52 Weeks)

Town Manager

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
(wkly hrs)	2.200	1.500	0.600	0.025	2.200
33.41 (ann cost)	3,823	2,606	1,043	43	3,823

Assist. to Town Manager

(wkly hrs)	6.300	3.600	0.968	0.056	3.250
33.41 (ann cost)	10,946	6,255	1,682	98	5,647
	14,769	8,861	2,724	141	9,470

Health Department

Central Processor Unit Hours

(X 52 Weeks)

Health Agent

<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>
(wkly hrs)	0.000	0.000	0.500	0.000
33.41 (ann cost)	0.00	0.00	869	0.00

Nursing Staff

(wkly hrs)	0.000	0.000	0.800	0.000
33.41 (ann cost)	0.00	0.00	1,390	0.00
	0.00	0.00	2,259	0.00

Exhibit 'B'

(Indirect Computer Central Processing Cost Analysis Fiscal Year 2011)

DPW Office Personnel Adm

<u>Central Processor Unit Hours</u> (X 52 Weeks)	<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
	(wk hrs)	0.000	0.000	0.000	0.000	2.000
33.41	(ann cost)	0.00	0.00	0.00	0.00	3,475
		0	0	0	0	3,475

DPW Office Person Clerk

<u>Central Processor Unit Hours</u> (X 52 Weeks)	<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Senior Clerk</u>	(wkly hrs)	0.000	0.000	0.000	0.000	12.000
33.41	(ann cost)	0.00	0.00	0.00	0.00	20,850

School Personnel using the System

<u>Central Processor Unit Hours</u> (X 52 Weeks)	<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>
<u>School Payroll</u>	(wkly hrs)	0.00	0.00	11.75	0.00
33.41	(ann cost)	0.00	0.00	20,414	0.00

School Financials

33.41	(wkly hrs)	0.00	0.00	20.00	0.00
	(ann cost)	0.00	0.00	34,746	0.00
		0.00	0.00	55,160	0.00

Water/Waste Water Personnel

<u>Central Processor Unit Hours</u> (X 52 Weeks)	<u>Hourly Rate</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>
<u>Personnel</u>	(wkly hrs)	15.00	15.00	0.00	0.00
33.41	(ann cost)	26,060	26,060	0.00	0.00
		26,060	26,060	0.00	0.00

<u>Central Processor Unit Hours</u> <u>Total Annual Cost</u>	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
	66,139	60,014	103,607	23,718	57,584

Exhibit 'C'

Total Administrative Cost by Department (Indirect Cost Analysis Fiscal Year 2011)

Total of Indirect Cost as listed in Exhibit 'A' & 'B'

	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Treasurer</u>					
Salaries	33,451.67	32,721.91	47,454.57	30,930.92	24,779.02
CPU	11,393.85	11,393.85	29,047.15	18,283.16	11,394.00
	<u>44,845.52</u>	<u>44,115.76</u>	<u>76,501.73</u>	<u>49,214.08</u>	<u>36,173.02</u>
<u>Town Accountant</u>					
Salaries	19,060.11	19,060.11	28,931.13	15,462.16	19,060.60
CPU	8,296.70	8,296.70	11,620.60	4,887.67	8,297.00
	<u>27,356.81</u>	<u>27,356.81</u>	<u>40,551.73</u>	<u>20,349.83</u>	<u>27,357.60</u>
<u>Assessors</u>					
Salaries	8,058.85	8,058.85	800.24	874.63	8,058.52
CPU	2,969.44	2,969.44	1,666.29	349.24	2,969.00
	<u>11,028.29</u>	<u>11,028.29</u>	<u>2,466.54</u>	<u>1,223.87</u>	<u>11,027.52</u>
<u>Water Commissioners</u>					
Salaries	2,074.75	2,074.75	0.00	0.00	0.00
CPU	1,520.34	1,303.15	0.00	0.00	0.00
	<u>3,595.09</u>	<u>3,377.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<u>Board of Selectmen</u>					
Salaries	1,844.22	1,844.22	1,844.22	461.06	1,844.22
CPU	1,129.39	1,129.39	1,129.39	56.47	1,129.00
	<u>2,973.62</u>	<u>2,973.62</u>	<u>2,973.62</u>	<u>517.53</u>	<u>2,973.22</u>
<u>Town Hall</u>					
Salaries	1,627.24	1,627.24	1,627.24	1,627.24	1,627.24
CPU	0.00	0.00	0.00	0.00	0.00
	<u>1,627.24</u>	<u>1,627.24</u>	<u>1,627.24</u>	<u>1,627.24</u>	<u>1,627.24</u>
<u>Town Manager</u>					
Salaries	75,672.79	37,836.40	16,040.35	3,742.75	7,882.58
CPU	14,769.00	8,861.40	2,724.45	141.26	9,469.97
	<u>90,441.79</u>	<u>46,697.80</u>	<u>18,764.80</u>	<u>3,884.01</u>	<u>17,352.55</u>
<u>Health</u>					
Salaries	0.00	0.00	8,876.58	0.00	0.00
CPU	0.00	0.00	2,258.79	0.00	0.00
	<u>0.00</u>	<u>0.00</u>	<u>11,135.37</u>	<u>0.00</u>	<u>0.00</u>
<u>DPW</u>					
Salaries	0.00	0.00	0.00	0.00	372,250.26
CPU	0.00	0.00	2,258.79	0.00	24,325.00
	<u>0.00</u>	<u>0.00</u>	<u>2,258.79</u>	<u>0.00</u>	<u>372,250.26</u>
<u>Police Services</u>					
Salaries	0.00	0.00	33,751.46	0.00	0.00
CPU	0.00	0.00	0.00	0.00	0.00
	<u>0.00</u>	<u>0.00</u>	<u>33,751.46</u>	<u>0.00</u>	<u>0.00</u>
<u>Water/Wast/on the System</u>					
CPU	26,059.80	26,059.80	0.00	0.00	0.00
	<u>26,059.80</u>	<u>26,059.80</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

Exhibit 'C'

Total Administrative Cost by Department (Indirect Cost Analysis Fiscal Year 2011)

School Per. on the System

CPU	0.00	0.00	55,159.91	0.00	0.00
	<u>0.00</u>	<u>0.00</u>	<u>55,159.91</u>	<u>0.00</u>	<u>0.00</u>

<u>Total Ann Cost</u>	218,848	174,157	234,056	81,777	479,681
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	<u>Water</u>	<u>Wste/Wtr</u>	<u>School</u>	<u>G&E</u>	<u>Trash</u>
<u>Law Office</u>	<u>6,000.00</u>	<u>6,000.00</u>	<u>6,000.00</u>	<u>2,500.00</u>	<u>6,000.00</u>
<u>Town Audit</u>	<u>4,920.00</u>	<u>4,920.00</u>	<u>11,480.00</u>	<u>2,460.00</u>	<u>4,920.00</u>