



## Board of Finance

Town Hall, 110 Myrtle Avenue  
Westport, CT 06880  
BOF@westportct.gov

## Revised – Zoom Meeting

# WESTPORT™

### **SPECIAL NOTICE ABOUT PROCEDURES FOR THIS MEETING:**

***There will not be a physical location for this meeting. This meeting will be held electronically and live streamed on [westportct.gov](http://westportct.gov) and shown on Optimum Government Access Channel 79 and Frontier Channel 6020. Emails to BOF members can be sent to [BOF@westportct.gov](mailto:BOF@westportct.gov). Comments to be read during the public comment period may be emailed to [BOFcomments@westportct.gov](mailto:BOFcomments@westportct.gov). We will use our best efforts to read public comments if they are received during the public comment period and if they state your full name and address. Meeting materials will be available at [westportct.gov](http://westportct.gov) along with the meeting notice posted on the Meeting List & Calendar page.***

### **NOTICE OF BOF PUBLIC MEETING**

The Board of Finance will hold its Public Meeting on **Wednesday, January 5, 2022 at 7:30 p.m. with remote participation** for the following purposes:

### **AGENDA**

1. To approve the Board of Finance Minutes of the December 8, 2021 Regular Meeting.
2. Financial Report from the Finance Director. (Discussion Only)
3. To discussion expectations for the 2022-2023 Budget (Discussion Only)
4. Status Update from the Audit Manager. (Discussion Only)
5. To review and agree on the proposed Board of Finance calendar for 2022. Including regular Audit, Pension and Investment Sub-committees.
6. To review and approve department requests for funding from the American Rescue Plan Act of 2021 (ARPA) that will be distributed to the Town of Westport.
 

a. WAAC – 12 Non-Profit Arts Organizations	\$ 200,643.00
b. DPW – Construction and Inspection Services for Replacement of the Burying Hill Beach Groin	\$1,300,000.00

*It is the policy of the Town of Westport that all Town-sponsored public meetings and events are accessible to people with disabilities. If you need assistance in participating in a meeting or event due to a disability as defined under the Americans with Disabilities Act, please contact Westport's ADA Coordinator at 203-341-1043 or [efluq@westportct.gov](mailto:efluq@westportct.gov) at least three (3) business days prior to the scheduled meeting or event to request an accommodation.*



## Board of Finance

Town Hall, 110 Myrtle Avenue  
Westport, CT 06880  
BOF@westportct.gov

## REVISED

# WESTPORT<sup>SM</sup>

### **SPECIAL NOTICE ABOUT PROCEDURES FOR THIS MEETING:**

***This meeting will be held IN-PERSON IN THE TOWN HALL AUDITORIUM. Town Hall access will be through the front of the building. Masks are required. The meeting will also be live streamed on the Town Website [westportct.gov](http://westportct.gov) (on the website, select "How Do I" Heading, and select "Watch Town Meetings") and shown on Optimum Government Access Channel 79 and Frontier Channel 6020.***

***Comments to be read during the public comment period may be emailed to [BOFcomments@westportct.gov](mailto:BOFcomments@westportct.gov). We will use our best efforts to read public comments aloud if they are received during the public comment period and if they state your full name and address. In-person public comments are also allowed during the public comment period. Meeting materials will be available at [westportct.gov](http://westportct.gov) along with the meeting notice posted on the Meeting List & Calendar page.***

### **DRAFT MINUTES OF BOF PUBLIC MEETING**

**Attendees: Sheri Gordon, Brian Stern, Mike Keller, Jim Foster, Lee Caney (phone), Jay DesMarteau (phone) (Nancie Dupier absent)**

The Board of Finance held its Public Meeting on **Wednesday, December 8, 2021 at 7:30 p.m. IN PERSON IN THE AUDITORIUM** for the following purposes:

### **AGENDA**

1. Election of Board of Finance Chairman and Vice Chairman and Committee Assignments.  
***Motion to nominate Sheri Gordon as New Chair of the BOF – Lee Caney, second, Jim Foster. Vote 6-0-0 / Motion to nominate Jim Foster as New VC of BOF – Sheri Gordon, second, Mike Keller. Vote 6-0-0.***  
***BOF Audit Committee consists of Lee Caney, Nancie Dupier and Mike Keller.***
2. To approve the Board of Finance Minutes of the November 3, 2021 Regular Meeting.  
***Motion to approve – Brian Stern, second, Jim Foster. Vote 6-0-0.***
3. Upon the request of the Town Attorney's office and in accordance with §C6-2 of the Town Charter, to recommend a lease between the Town of Westport and Homes with Hope, Inc. for Town-Owned property known as Susie's House located at 124 Compo Road North, for Project Return.  
***Motion to approve – Brian Stern, second, Mike Keller. Vote 6-0-0.***
4. (Formerly item #9) Upon the request of the Deputy Chief of Police, to approve an appropriation for the Technology Enhancement Project to purchase Body and Vehicle Dash Cameras, Helmet Cams, Modems, WiFi Access Point, Building Security Cameras and Tasers.  
***Motion to approve \$843,844.40 – Sheri Gordon, second, Jay DesMarteau. Vote 6-0-0.***
5. (Formerly item #4) Upon the request of the Board of Finance, to recommend a three month extension of the current interim rent arrangement under the lease between the Town and Longshore Hospitality, LLC.

**Motion to approve – Sheri Gordon, second, Jim Foster. Vote 6-0-0.**

6. (Formerly item #5) Financial Report from the Finance Director. (Discussion Only) – **Gary Conrad presents**
7. (Formerly item #6) Two Year and Five Year Capital Forecast update from the Finance Director. (Discussion Only) – **Gary Conrad presents**
8. (Formerly item #7) Status Update from the Audit Manager. (Discussion Only) – **Lynn Scully presents**
9. (Formerly item #8) Upon the request of the Board of Education, to amend and restate the BOE Carryover Account Memorandum of Agreement dated August 19, 2015 to address the following:
  - a. Revised Conn. General Statute (CGS) which now provides for a deposit of up to two percent.
  - b. Extends the annual notice deadline to September 15th, originally August 31st.
  - c. No desire to adopt the CGS two percent max annual deposit (keep at one percent).

**Motion to RECOMMEND to Selectman’s Office – Brian Stern, second Jim Foster. Vote 6-0-0. (Elio presented)**

**Motion to adjourn – Jim Foster, second, Mike Keller. Vote 6-0-0.**

**Meeting adjourned at 8:55pm.**

**Meeting notes respectfully submitted by Jim Foster, Vice Chair**

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**BOARD OF FINANCE SCHEDULE - 2022 CALENDAR**

\*(UNLESS OTHERWISE NOTED, ALL MEETINGS BEGIN AT 7:30PM IN THE AUDITORIUM)

<b>MEETING DATE (WED)</b>	<b>MEETING DESCRIPTION</b>	<b>AGENDA DEADLINE</b>
Jan. 4, 2022 (TUE)	BOARD OF EDUCATION MEETING (7:00 PM -REMOTE ACCESS) <b>Preliminary Budget Discussion with BOF</b>	
Jan. 5, 2022	REGULAR MEETING-Including discussion of 2022-23 Budget <b>Expectations</b>	Dec. 13, 2021
Jan. 10, 2022	SPECIAL MEETING - Board of Education Healthcare Discussion	Dec. 17, 2021
Jan. 12, 2022	SPECIAL MEETING Including Reserve Fund Review, Capital Plan Review and Town and BOE Risk Analysis	Dec. 27, 2021
Jan. 26, 2022	SPECIAL MEETING - <b>CAPITAL FORECAST REVIEW</b>	Jan . 10, 2022
Feb. 2, 2022	REGULAR MEETING	Jan. 17, 2022
Feb. 15, 2022 (TUE)	<b>BUDGET MEETING (6:30 PM)</b> Informal Workshop: Parks & Recreation, Wakeman, Public Works/Sewer, Human Services	
Feb. 16, 2021 (WED)	<b>BUDGET MEETING (6:30 PM)</b> Informal Workshop: Police, Transit, Fire	
Feb. 17, 2021 (THUR)	<b>BUDGET MEETING (1:00 PM - 5:00 PM)</b> Informal Workshop: Earthplace, Health District, Library, IT, General Government: Pension, Insurance, Transfers, Other/General	
Mar. 2, 2022	REGULAR MEETING - <b>Selectman &amp; BOE Budget Presentation/Summary &amp; BOE 2nd QTR Financial Report</b>	Feb. 14, 2022
Mar. 8, 2022 (TUE)	<b>FORMAL BUDGET MEETING (7:30 PM)</b> (Town, Railroad Parking, Sewer & Wakeman)	
Mar. 9, 2022 (WED)	(If needed Mar. 9, 2022 continuation of budget meeting)	
Mar. 10, 2022 (THUR)	<b>FORMAL BUDGET MEETING (7:30 PM)</b> (Board of Education)	
Apr. 6, 2022	REGULAR MEETING - <b>Budget Restorations/Final Recommendations</b>	Mar. 21, 2022
May 18, 2022	REGULAR MEETING - <b>BOE 3rd QTR Financial Report/Set Tax Rate/Appoint Auditors</b>	May 2, 2022
June 1, 2022	REGULAR MEETING	May 16, 2022
July 6, 2022	REGULAR MEETING	June 20, 2022
Aug. 3, 2022	REGULAR MEETING - <b>BOE 4th QTR Financial Report</b>	July 18, 2022
Sept. 7, 2022	REGULAR MEETING	Aug. 15, 2022
Oct. 12, 2022	REGULAR MEETING	Sept. 26, 2022
Nov. 2, 2022	REGULAR MEETING - <b>BOE 1st QTR Financial Report</b>	Oct. 17, 2022
Dec. 7, 2022	REGULAR MEETING (Including Liability Review)	Nov. 14, 2022
Jan. 4, 2023	REGULAR MEETING-Including discussion of 2022-23 Budget <b>Expectations</b>	Dec. 19, 2022

**PENSION INVESTMENT COMMITTEE & 401K INVESTMENT COMMITTEE  
2022 MEETING SCHEDULE**

February 2, 2022 (Wednesday) 11:00 AM – Room 309	Quarterly FIA Review-Dec. 2021 Results
May 18, 2022 (Wednesday) 11:00 AM – Room 309	Quarterly FIA Review-March 2022 Results
September 7, 2022 (Wednesday) 11:00 AM – Room 309	Quarterly FIA Review-June 2022 Results
November 2, 2022 (Wednesday) 11:00 AM – Room 309	Quarterly FIA Review-Sept. 2022 Results <b>2023 Calendar Review</b>



# Westport Arts Advisory Committee

Town Hall • Myrtle Avenue • Westport, CT 06880 • www.westportarts.org

Nancy Diamond

*Chair*

Richard Epstein

*Treasurer*

Elizabeth Strick

*Secretary*

Kathie Bennewitz

Miggs Burroughs

Eric Chiang

Frederic Chiu

John Dodig

Lee Goldstein

Jerri Graham

Diane Lowman

Shobana Mani

Charles Rosoff

Douglas Tirola

Dina Upton

Kimberly Wilson

*Honorary Members*

Ann Chernow

Ann Sheffer

Jennifer Tooker

*First Selectwoman*

To: Jennifer S. Tooker, First Selectwoman

Cc: Gary Conrad, Finance Director

From: Nancy Diamond

Lee Goldstein

Date: December 17, 2021

## Re: Recommendations for Distribution of ARPA Funds

The Westport Arts Advisory Committee (WAAC), represented by Lee Goldstein, requests to be placed on the agenda of the next Board of Finance meeting to request approval of ARPA funds for twelve not-for-profit arts organizations in the amount of \$200,643.

Attached is an overview of the grant requests by organization, which were approved at WAAC's December 14 meeting.

APPROVED:

Jennifer S. Tooker  
First Selectwoman

Date: 12/17/21

ORGANIZATION	PROJECT	AMOUNT
Westport History Museum	Graphic novel to explore the American Revolution from six perspectives: women, Indigenous people, enslaved and free African Americans, Loyalists, Patriots. Local authors/illustrators	20,000
MoCA	Weekly art enrichment workshops for underserved community groups such as STAR, Silver Hill Hospital, Veterans Groups/Homes for the Brave, Bridgeport Boys and Girls Club, etc.	20,000
Community Band	Commision band piece to commemorate Covid experience, play at Levitt pavillion during annual summer performance	12,500
Suzuki School Music	Community Concert Series (in person and streamed from Westport Library): CT Guitar Festival, Concerto and Aria Concert, Piano Concerto Concert, Family Pillow Concerts	20,000
Westport Country Playhouse	Pilot program mobile tour of elementary school play. Touring Westport and Fairfield county. Partnering with TEAM Westport, Connect-Us, Boys and Girls Club of CT/Southport, Westport Library, and Norwalk Housing Authority.	20,000
Music for Youth	Arkaï genre-bending string duo two-day residency and performances at Westport middle schools and high schools. Master classes for orchestra students, performances for full schools Two projects: 1. Play Time, professionally moderated structured play reading/discussion group, 6 sessions at Senior Center; and 2. partnership with Library, Bridgeport Schools and Westport schools to screen with director talk-back Change the Name, a documentary about a group of middle school students who successfully changed name of Chicago park from slave holder to abolitionist.	6,518
JIB Productions		20,000

WestPAC	Art Storage , professional fees (\$125 hour/160 hours) to perform feasibility study to assess the suitability, required investment, and on-going costs to adapt any of these town-owned facilities for the Collections' specific storage needs.	20,000
Westport School Music	Faculty Chamber Concert for The Residence of Westport, an assisted living and nursing home facility	3,625
Beechwood	Four all-arts collaborative events including community scavenger hunts, art opening, story share, and facilitated dinner discussion	20,000
Levitt	Levitt is requesting grant to underwrite four free presentations as part of their 2022 "50 free shows under the stars" season. Shows to include folk, jazz, rock, and big band concerts.	20,000
Artists Collective	Beautify new bus shelters with changing local artist work. Full color, large scaled prints of adjudicated works to rotate every 2 months to display on shelters.	18,000
		200643






# WESTPORT, CONNECTICUT

DEPARTMENT OF PUBLIC WORKS  
TOWN HALL, 110 MYRTLE AVE.  
WESTPORT, CONNECTICUT 06880  
(203) 341 1120

December 20, 2021

Ms. Jennifer S. Tooker  
First Selectwoman  
Town Hall  
Westport, CT 06880

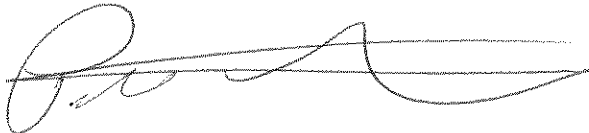
APPROVED:   
Jennifer S. Tooker  
First Selectwoman  
Date: 12/20/21

Re: Appropriation from American Rescue Plan Act, (ARPA), funds, for Construction and Construction Inspection Services for Replacement of the Burying Hill Beach Groin

This office, herein, requests an appropriation from the American Rescue Plan Act funds, in the amount of \$1,300,000 for construction and construction inspection services, for the replacement of the Burying Hill Beach Groin. The existing groin was constructed by the Army Corp. of Engineers around 1950. It serves to prevent beach sand from entering New Creek at the mouth of the stream. Currently it is in a state of disrepair, to the extent that it is a potential hazard to the visiting public. In its current state, it is also not an effective sand deterrent. The project is in the capital forecast for 2023. In reality, it has been discussed for several years, and the jetty is actually now overdue for replacement.

Attached please find an Opinion of Probable Cost from Roberge Associates Coastal Engineering.

Respectfully,



Peter Ratkiewich  
Director of Public Works  
G:\Pw\_off\PAR\APPRQST\BuryingHillJetCON

JUSTIFICATION FOR A CAPITAL PROJECT

**DEPARTMENT INFORMATION**

DEPT NAME: Department of Public Works Date: 12/17/21

PROJECT NAME AND DESCRIPTION  
 Burying Hill Beach Groin Reconstruction

IS IT LISTED IN THE 5-YR CAPITAL FORECAST? YES  NO   
 If no, why not?  
 If yes, answer the following two questions:  
 Which FY was the project first proposed? 2019  
 Which FY was the project first planned? 2018

APPROXIMATE COST:	\$1,167,000	COST IN CAPITAL FORECAST: \$900,000
CONTINGENCY (10%):	\$116,700	
	\$1,283,700	←TOTAL REQUEST→ \$1,300,000

SOURCE OF FUNDS:

CAPITAL BOND <input type="checkbox"/>	GEN'L FUND <input type="checkbox"/>
CNR <input type="checkbox"/>	GRANT <input type="checkbox"/>
STATE <input type="checkbox"/>	OTHER <input checked="" type="checkbox"/>

OTHER, DESCRIBE: American Rescue Plan Act, (ARPA), funds  
 PAYBACK PERIOD: 70 years

PROJECTED START DATE: February 2022 EST. COMPLETION DATE: June 2022  
 ESTIMATED USEFUL LIFE: 70 years

Is this project part of a larger capital project? No

Has an RFP been issued? YES  NO  This will be out to bid first week in January  
 Have bids been received? YES  NO  Number of bids received: \_\_\_\_\_  
 Was the lowest bid the winner? YES  NO  If not, why? \_\_\_\_\_

Who will benefit from the project? All in Westport that utilize Burying Hill Beach

Is it a replacement? YES  NO

If yes, describe condition of what is to be replaced: The structure is at the end of its useful life

Pictures attached?	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
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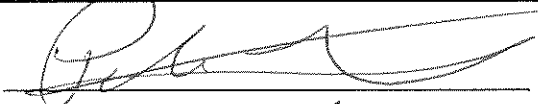
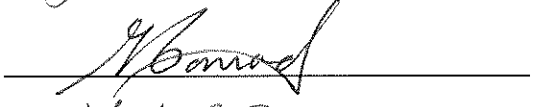

What other approvals/reviews are necessary to begin this project?  
The project has all its permits. We will need RTM approval & BOS approval of the construction contract.

**FINANCE**

*This section to be completed by the Finance Director.*

EFFECT ON TOWN FINANCES, INCLUDING DEBT SERVICE:  
IF APPROVED:  
IF NOT APPROVED:

**REVIEW/SIGN-OFF**

DEPARTMENT HEAD		DATE: 12-20-21
FINANCE DIRECTOR		DATE: 12-22-2021
FIRST SELECTMAN		DATE: 12/20/21



Burying Hill Beach Groin

Opinion of Probable Costs - Town of Westport

Project Information	
Project Name:	Burying Hill Beach Groin
Project Number:	2018140
Project Location:	Westport, CT
Client:	Town of Westport
Prepared By:	Matt Rakowski
Date:	December 20, 2021

Cost Criteria	
Project Manager	2.0%
General Conditions	5.0%
City Cost Index for Crew & Equipment	1.170
City Cost Index for Materials	1.000
Profit (on Materials and Equipment)	15.0%
Inflation	6.0%
Contingency	15.0%
Sales Tax on Materials	6.35%
Sales Tax on Labor (new construction only)	0.00%

Assumptions	
1. Unrestricted site access with no disruptions	
2. 2020 US Dollars	
3. Standard Union Labor Rates Including O & P per RS Means adjusted for region.	
4. Equipment Rates includes Profit only per RS Means adjusted for region.	
5. City Cost Index for Crew & Equipment per RS Means	
6. City Cost Index = 1.0 for Materials provided by local supplier.	

Summary of Costs	
Professional CA Services (5% Construction Cost)	\$ 56,000.00
Mobilization & Demobilization	\$ 73,000.00
Demolition	\$ 120,000.00
Timber Groin	\$ 918,000.00
Estimated Project Total	\$ 1,167,000.00

*The Opinion of Probable Costs (OPCs) for construction work are made by RACE on the basis of professional judgment and experience. In consideration of these OPCs, it is critical to note that RACE has no control over the cost or availability of labor, equipment, materials, market conditions, or the Contractors method of pricing. RACE makes no warranty, express or implied, that any bids or negotiated cost of the Work will not vary from the OPC provided. If the Client requires greater assurance of estimated construction costs, then the Client may consider engaging an independent cost estimator for this service.*

Item 1

Demolition

A. Materials & Products	Quantity	Units	Unit \$	Extended \$	Comments
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
Subtotal				\$ -	subtotal
City Cost Index			1.000	\$ -	cost index
Adjusted Cost				\$ -	adjusted cost
Profit			15.00%	\$ -	profit profit
Subtotal				\$ -	subtotal subtotal
Sales Tax			6.35%	\$ -	sales tax
<b>Total Material Cost</b>				\$ -	material cost

B. Installation Tasks	Crew	No. of Shifts	\$ Shift	Extended \$	Comments
Demolition	2	8.0	\$ 3,584.30	\$ 28,674.36	
			\$ -	\$ -	
			\$ -	\$ -	
			\$ -	\$ -	
			\$ -	\$ -	
Subtotal				\$ 28,674.36	
Sales Tax			0.00%	\$ -	
<b>Subtotal</b>				\$ 28,674.36	

C. Subcontractor / Other	Quantity	Units	Unit \$	Extended \$	Comments
Pile Demolition	162	LS	\$ 375.00	\$ 60,750.00	
Disposal / Dumpster	2	LS	\$ 1,100.00	\$ 2,200.00	
Subtotal				\$ 62,950.00	
Profit			0.00%	\$ -	
<b>Subtotal</b>				\$ 62,950.00	

Item Totals	Total	Comments
A+B+C	\$ 91,624.36	
Project Manager	2.0%	\$ 1,832.49
General Conditions	5%	\$ 4,672.84
Inflation	6%	\$ 5,887.78
Contingency	15%	\$ 15,602.62
<b>Total</b>		\$ 119,620.09

Item 1

Groin

A. Materials & Products	Quantity	Units	Unit \$	Extended \$	Comments
Timber Piles	162	EA	\$ 606.00	\$ 98,172.00	12" diameter tapered x 30' long
Timber Wales	1,608	LF	\$ 35.00	\$ 56,280.00	10x10
Timber Sheeting	1,044	EA	\$ 102.00	\$ 106,488.00	3x10x10'
3' Threaded Rod	324	EA	\$ 66.00	\$ 21,384.00	1" diameter threaded rod (Galv.)
2' Threaded Rod	162	EA	\$ 44.00	\$ 7,128.00	1" diameter threaded rod galv.
Nuts	972	EA	\$ 1.20	\$ 1,166.40	
Washers	972	EA	\$ 0.80	\$ 777.60	
Subtotal				\$ 291,396.00	
City Cost Index			1.000	\$ -	
Adjusted Cost				\$ 291,396.00	
Profit			15.00%	\$ 43,709.40	
Subtotal				\$ 335,105.40	
Sales Tax			6.35%	\$ 21,279.19	
<b>Total Material Cost</b>				<b>\$ 356,384.59</b>	

B. Installation Tasks	Crew	No. of Shifts	\$ Shift	Extended \$	Comments
Excavation	3	10.0	\$ 4,259.13	\$ 42,591.28	
Revetment	3	5.0	\$ 4,259.13	\$ 21,295.64	
Pile Installation	1	20.0	\$ 8,339.74	\$ 166,794.73	
Wale & Sheeting Installation	2	20.0	\$ 3,584.30	\$ 71,685.90	
Site Clean-up	1	5.0	\$ 8,339.74	\$ 41,698.68	
Subtotal				\$ 344,066.23	
Sales Tax			0.00%	\$ -	
<b>Subtotal</b>				<b>\$ 344,066.23</b>	

C. Subcontractor / Other	Quantity	Units	Unit \$	Extended \$	Comments
Miscellaneous Hardware	1	LS	\$ 2,000.00	\$ 2,000.00	
Subtotal				\$ 2,000.00	
Profit			15.00%	\$ 300.00	
<b>Subtotal</b>				<b>\$ 2,300.00</b>	

Item Totals	Total	Comments
A+B+C	\$ 702,750.82	
Project Manager	2.0%	\$ 14,055.02
General Conditions	5%	\$ 35,840.29
Inflation	6%	\$ 45,158.77
Contingency	15%	\$ 119,670.73
<b>Total</b>	<b>\$ 917,475.63</b>	

**Crew 1**

**Piles**

<b>A. Labor</b>	<b>Bare Cost</b>	<b>Incl. O&amp;P</b>
Foreman	\$ 56.85	\$ 86.00
Pile Driver	\$ 54.20	\$ 84.20
Crane Operator	\$ 59.20	\$ 88.50
Oiler	\$ 50.55	\$ 75.55
Equipment Operator	\$ 53.00	\$ 79.20
Laborer	\$ 39.95	\$ 60.95
Laborer	\$ 39.95	\$ 60.95
Subtotal		\$ 535.35
Hours per Shift		8
<b>Total Shift Labor Rate</b>		<b>\$ 4,282.80</b>

<b>B. Equipment</b>	<b>Bare Cost (Daily)</b>	<b>Incl. Profit (Daily)</b>
Crawler Crane, 50 Ton	\$ 1,319.00	\$ 1,450.90
Diesel Hammer, 15k ft-lbs	\$ 587.60	\$ 646.36
Lead, 60 ft high	\$ 74.80	\$ 82.28
Air Compressor, 600 cfm	\$ 552.60	\$ 607.86
(2) 3" x 50 ft Hoses	\$ 29.80	\$ 32.78
Miscellaneous Tools	\$ 25.00	\$ 25.00
Subtotal		\$ 2,845.18
Adjustment for variable Shift		\$ -
<b>Total Shift Equipment Rate</b>		<b>\$ 2,845.18</b>

Total Daily Crew Rate		\$ 7,127.98
City Cost Index	1.170	\$ 1,211.76
<b>Adjusted Daily Crew Rate</b>		<b>\$ 8,339.74</b>

**Crew 2**

**Timber Framing**

<b>A. Labor</b>	<b>Bare Cost</b>	<b>Incl. O&amp;P</b>
Carpenter Foreman	\$ 56.85	\$ 86.00
Equ. Operator (med)	\$ 56.75	\$ 84.85
Laborer	\$ 39.95	\$ 60.95
Subtotal		\$ 231.80
Hours per Shift		8
Total Shift Labor Rate		\$ 1,854.40

<b>B. Equipment</b>	<b>Bare Cost (Daily)</b>	<b>Incl. Profit (Daily)</b>
Miscellaneous Tools	\$ 75.00	\$ 75.00
Excavator (3.5 cy)	\$ 2,401.00	\$ 1,134.10
	\$ -	\$ -
Subtotal		\$ 1,209.10
Adjustment for variable Shift		\$ -
Total Shift Equipment Rate		\$ 1,209.10

Total Daily Crew Rate		\$ 3,063.50
City Cost Index	<b>1.170</b>	\$ 520.80
Adjusted Daily Crew Rate		\$ 3,584.30



**Crew 3**

**Earth Work**

<b>A. Labor</b>	<b>Bare Cost</b>	<b>Incl. O&amp;P</b>
Laborer Foreman	\$ 42.10	\$ 63.25
Laborer	\$ 39.95	\$ 60.95
Laborer	\$ 39.95	\$ 60.95
Equ. Operator (med)	\$ 56.75	\$ 84.85
	\$ -	\$ -
<b>Subtotal</b>		<b>\$ 270.00</b>
Hours per Shift		8
<b>Total Shift Labor Rate</b>		<b>\$ 2,160.00</b>

<b>B. Equipment</b>	<b>Bare Cost (Daily)</b>	<b>Incl. Profit (Daily)</b>
Hyd. Excavator (3.5 CY)	\$ 2,401.00	\$ 1,134.10
Skid steer	\$ 174.20	\$ 191.62
Vibratory Plate	\$ 46.00	\$ 54.56
Miscellaneous Tools	\$ 100.00	\$ 100.00
	\$ -	\$ -
<b>Subtotal</b>		<b>\$ 1,480.28</b>
Adjustment for variable Shift		\$ -
<b>Total Shift Equipment Rate</b>		<b>\$ 1,480.28</b>

<b>Total Daily Crew Rate</b>		<b>\$ 3,640.28</b>
City Cost Index	1.170	\$ 618.85
<b>Adjusted Daily Crew Rate</b>		<b>\$ 4,259.13</b>