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DEPARTMENT OF COMMUNITY AFFAIRS

PERSONNEL ORDINANCE <sup>27</sup>  
AND  
WAGE AND SALARY STUDY

BOROUGH OF MANVILLE  
SOMERSET COUNTY  
NEW JERSEY

PREPARED BY  
OFFICE OF COMMUNITY SERVICES

DECEMBER, 1969

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## PREFACE

This report is provided to the Borough of Manville in accordance with N J S A 52 27D-1 et esq and N J S A 52 27D-9, which provides that "The Department shall, in addition to the other powers and duties invested in it by this Act, or by any other law (d) Assist local government in the solution of its problems, to strengthen local self-government, - (e) Study the entire field of local government in New Jersey " It was prepared by Paul J Nicoletti of the Office of Community Services, New Jersey Department of Community Affairs

Thanks are due to the personnel of the Borough of Manville, who cooperated with the study, and have taken time from their own work to assist the author in compiling accurate data for this report, and also to Mr Francis A Peltack, Borough Clerk-Administrator, who supplied much information, and Mr William Schneekloth of the Johns-Manville Products Corporation who provided the author with comparative wage and salary data

Paul J Nicoletti

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I BACKGROUND AND SCOPE OF STUDY

At the request of Mayor Joseph D. Patero, we contacted Mr. Francis A. Peltack, Clerk-Administrator, and at an initial meeting on June 12, 1969, it was decided that the study would concentrate on two areas: 1. a Personnel Ordinance, and 2. a Wage and Salary Classification with Salary Schedule.

We agreed, that because of the expanding services of the Borough and local government in general, and the ever-increasing number of municipal employees, some provision should be made to guarantee fair employment, advancement, grievance, and disciplinary practices and that this could be accomplished by implementing a suitable Personnel Ordinance.

Mr. Peltack asked that we align the salary levels of the employees to reflect those in local private industry, and to recommend a system of advancement in wage and salary. He also requested that we review job classifications for accuracy.

At this time, he supplied the author with a copy of the Borough of Manville, Classification and Salary Study, 1966 Merrigan Associates, West Orange, New Jersey. After inspection of that document, and further conversation with Mr. Peltack, it was recommended by the author that we would seek to verify the classifications in the Merrigan Study, and create new ones only where changes were required.

The basic methodology for the study involved seeking optimum procedures suitable to correct various deficiencies in wage and salary areas, personnel management and organization. This was accomplished by  
A. Aligning corrected wage figures for private industry and local

municipal employees with the anticipated wage and salary schedule for Manville Borough

B Reviewing and comparing job specifications as found in the Merrigan Study, with the completed municipal employment duties questionnaire which was developed as follows

- 1 Questionnaires were distributed to all employees of the Borough, completed, in detail, by the individual employees, reviewed by their department heads, and returned for evaluation
- 2 Interviews were held with supervisory personnel
- 3 Questionnaires and interview notes were analyzed
- 4 Individual positions were compared with the Merrigan Study on the basis of duties, responsibility, and organizational flow
- 5 Job titles and descriptions, classification, and wage and salary scales were altered or created, as needed, to substantiate the recommendations of the study, and to align those factors with the de facto situations

C Evaluating, creating and correlating sections for a Personnel Ordinance

D Analyzing overall situations and making appropriate recommendations

## II PERSONNEL ORDINANCE

The Personnel Ordinance which is submitted herein, is basically an amalgamation of several ordinances, including Dover Township, East Brunswick Township, and Madison Borough, as found in "Suggested Guidelines for Drafting a Local Personnel Ordinance," New Jersey State League of Municipalities, August, 1966, Trenton Also, used were segments of the Wall Township personnel ordinance

In the League Study, mention is made of five major drawbacks to a career in local government, they are

- 1 Political influence or interference
- 2 Lack of continuing efficient top management
- 3 Lack of job security, satisfaction, and future
- 4 Quality of immediate supervision
- 5 Salary scale, working hours, fringe benefits, etc

These are not necessarily in a scaled order of magnitude, but all five contribute, in some way, to creating a negative image for service in local government In an effort to alleviate this situation and provide incentive to municipal employees, we are recommending an ordinance which, if implemented, will effectively preclude favoritism from hiring and promotion processes, if indeed it now exists It will also establish grievance and disciplinary procedures, now lacking, and provide a base for agreement in future negotiations

AN ORDINANCE TO ESTABLISH THE PERSONNEL POLICY RELATING TO MUNICIPAL  
EMPLOYEES OF THE BOROUGH OF MANVILLE, IN THE COUNTY OF SOMERSET

BE IT ORDAINED BY THE BOROUGH COUNCIL OF MANVILLE,  
IN THE COUNTY OF SOMERSET

SECTION ONE There is hereby established in and for this  
municipality the following personnel policies relating to  
all present and future municipal employees of this Borough

GENERAL PERSONNEL POLICY OF THE BOROUGH OF MANVILLE

- 1 To seek and to obtain for each position to be filled, the highest type and best qualified person available
- 2 To provide for all employees the best possible direction, leadership, training supervision, guidance, instruction and working conditions
- 3 To base promotion and job security on ability, performance, experience, character, integrity, attitude, interest and personality
- 4 To make the best possible use of employee skills and abilities, in order to have each job performed by the best qualified person
- 5 To first consider qualified Borough personnel for promotion, whenever there is an opportunity for advancement
- 6 To treat every employee with the justice, respect, courtesy and consideration properly due him
- 7 To expect and require every employee consistently to do the best work of which he is capable, to be loyal and conscientious at all times, to conduct himself in a proper manner, and to treat all with whom he comes in contact with the same consideration and courtesy that he could reasonably expect from them

8 To urge the self-betterment of every employee, to encourage him to study and seek all possible means of increasing his value, both to his community and to himself

9 To pay fair and adequate salaries for each position, and in return to expect and require a consistently good job from the employee

10 To impress on all employees that at all time they are serving and responsible to the citizens and taxpayers of their community and the general public

11 To inculcate and to maintain in every employee of the Borough of Manville a feeling of pride in himself and his employer, as well as job satisfaction because he serves, and is an important part of, one of the finest communities in the State of New Jersey

SECTION TWO The following general employment practices shall be followed in this municipality

#### GENERAL EMPLOYMENT PRACTICES

1 The Borough Council shall formally effect the creation of any new position and authorize the filling of it, prior to employment or engagement of any employee, except that an employee may be temporarily hired between Council meetings, subject to approval at a subsequent meeting In addition, there must be provided in the current budget or otherwise specific and adequate funds to compensate the appointee before employee is engaged

2 The Borough Council must formally approve by resolution, the filling of any vacancy which has existed for over six months in any previously authorized or established permanent position, before any action is initiated to fill the same In addition, there must be provided in the proper current budget or otherwise specific and adequate

funds to compensate the employee before employee is engaged

3 Whenever a vacancy exists or a new position is created, all Borough employees who believe they possess the necessary qualifications may apply for the position, if they so desire. The Borough Administrator shall be responsible for posting notices of job opportunities where visible to all employees. Such applications should be by letter, addressed to the Borough Administrator and filed before the deadline specified. Due consideration shall be given by Department Head or Heads effected from one Department to another and said parties shall also consider the over-all welfare of the Borough in considering and making employee transfers from one position to another.

4 Application forms for employment, as approved by the Borough Council should be obtained at the office of the Borough Administrator and should be completed by all persons applying for employment with the Borough of Manville.

5 As soon as practical, after the final date specified for filing, all such applications received (including those from Borough employees) will be considered by the Department Head involved and the Councilman in charge. A competitive examination, as approved by the Borough Council, may be given all applicants, to aid the selection process. Nothing herein requires the Borough Council to select the applicant with the highest score, but only those applicants with recognized passing grades may be considered for employment in the position for which the test was given.

6 The Borough Council, upon receipt of the recommendation received from the Councilman in charge, may prefer to interview personally the applicants who appear to be best qualified and most desirable for the position, and will tentatively select the one to be appointed, subject to a satisfactory medical examination and any further investigation of references as deemed necessary by the Borough Council.

7 Prior to the medical examination, the selected applicant will receive a copy of the Personnel Policies and Practices of the Borough of Manville. If, after a careful study of the policies, practices and rules set forth therein, he or she agrees to conform to them, he or she will sign the form of statement provided for that purpose, and will proceed with the medical examination. Any applicant who will not agree to conform to the authorized personnel policies, practices and rules of the Borough of Manville, is thereby considered ineligible for employment, and will be so notified.

8 All tentatively selected applicants will be advised by the Borough Administrator that their appointments are being considered on the basis of information contained in the Application for Employment and given in the personal interview. Any mis-statements or pertinent information withheld, will be considered as sufficient cause for immediate separation from the service of the Borough. Supplementary non-competitive examinations including, but not limited to the following, may be given: psychological, psychiatric, vocational, or other.

9 The Borough Administrator will then arrange to have the selected applicant examined by a physician designed by the Borough for a complete medical examination at the expense of the Borough.

10 If the medical examination is satisfactory, the entire file is to be referred to the Councilman in charge for reference to the Borough Council for final action.

11 Except when statutory requirements direct otherwise, all new employees shall serve a period of probation of 6 months, except in the case of police officers who shall serve a minimum one year probationary period.

12 The Borough Administrator will check all papers and records for completeness and set up a Personal History File for each and every employee.

13 The foregoing requirements and practices are intended to cover permanent full-time and part-time employees. Such requirements and practices shall not interfere with or replace more stringent employment requirements hereafter established.

14 Temporary, Seasonal or Elected employees are not intended to be subject to the requirements of this ordinance, except as may be provided by the Borough Council.

SECTION THREE The following regulations are hereby established relative to working time and attendance on job by municipal employees.

WORKING TIME AND ATTENDANCE ON JOB

1 Accurate time and attendance records shall be maintained on each employee by the person in charge of the Department, Office or Unit, who will certify to the accuracy of the report each pay period to the payroll authority of the Borough. The pay period for all employees shall be biweekly.

2 The regularly scheduled work period for Borough employees is as follows:

a Administrative and Clerical

Eight hours daily including a one-hour lunch period Monday through Friday, except Thursday, when office hours are from 9 a m to 6 30 p m.

b Police Department

Three 8 hours shifts daily, including a lunch break 7 days per week with provision for an additional hour on the first and second shifts Monday through Friday for traffic control.

c Public Works

Eight and one-half hours daily including a one-half hour lunch period Monday through Friday for a 40-hour work week.

d Certain Borough Personnel may be required to work different schedules than are provided herein Wage and salary schedules for those employees shall reflect these changes from the normal work hours, and it shall be the duty of the Borough Council to provide for compensation in the appropriate manner, as set forth below

4 Overtime should be minimized, but when the Borough service requires it, payment for such overtime in excess of the regularly scheduled work period shall be as follows \*

a One and one-half times the regular rate for all employees

or

ALTERNATE METHOD

a Compensatory time off for all salaried employees

b One and one-half times the regular rate for all hourly wage employees

Overtime cannot be accumulated more than one year from date of earning, so that the employee will take time off or be paid at the discretion of the Department head and the Borough Administrator

SECTION FOUR The following Grievance Procedure Relating to Employees are hereby adopted

GRIEVANCE PROCEDURES RELATIVE TO EMPLOYEES

1 It is the policy of the Borough of Manville that every employee shall always be treated fairly, courteously, and with respect Conversely, each employee shall always accord the same treatment to his fellow municipal employees, associates, department heads and the general public

\* Only one of the two methods below is to be adopted

2 Whenever an employee has a grievance he should first present it verbally to his supervisor or department head. In the event said grievance cannot be solved by the department head or supervisor, the employee may submit his grievance in writing to the Borough Administrator. Appeals from the Administrator's decision may be made to the Ethical Standards and Personnel Board in the form of a private hearing. The Board will act in an advisory capacity to the Borough Council, whose decision shall be final.

SECTION FIVE The following regulations pertaining to absences from duty of Employees are hereby established

ABSENCES FROM DUTY OF MUNICIPAL EMPLOYEES

1 Recording Absences

Absences from duty are classified as "Illness", "Vacation" or "Other" and are to be so noted on the daily Time Reports. The reason for each absence listed on the Time Report as "Other" will be noted thereon, with a statement whether or not it is approved by the Department Head.

2 Notification of Absence

Each employee must notify his or her Department Head of any absence from duty. If not possible to do so in advance of the working day, the report shall be made by telephone or otherwise, as early as possible on the day the employee is absent. If impossible to contact his Department Head, the employee shall so notify the Borough Administrator.

3 Leaves of Absence

Leave of Absence without pay may be requested by any employee, who shall submit in writing all facts bearing on the request, to his Department Head, who will append his recommendation, and forward the request to the Councilman in charge for consideration by the Borough Council. Each case will be considered on its merits, and without establishing a precedent.

4 Annual Vacation

Vacation shall be computed on a calendar year basis that is, January 1 to December 31

Any employee whose date of employment falls between January 1 and October 1 is entitled to credit that period as a year of service, toward the following years vacation time

Vacation with pay is authorized on the following basis

- 1 - 5 years completed service -- 12 work days or 1 day per month per year
- 6 - 10 years completed service -- 14 work days or 14/12 days per month per year
- 11 - 15 years completed service -- 16 work days or 16/12 days per month per year
- 16 - 20 years completed service -- 18 work days or 18/12 days per month per year
- 21 - over years completed service -- 22 work days or 22/12 days per month per year

No employee shall be eligible for vacation leave unless he has been employed for 6 consecutive months

During the first year of municipal service, employees accrue 1 day of vacation leave for each month of employment After the first year, vacation may be taken in anticipation for the current year If separation occurs after an anticipated vacation, owed time will be deducted from the final pay period

Anyone employed before the 15th day of the month shall be considered to have been employed for the entire month

All vacation time shall be scheduled as the needs of the service require on the basis of seniority Each and every employee without exception must take the authorized annual vacation period and compensation will not be allowed in place of vacation time All vacation time should be used in the year earned and cannot be accumulated for more than two years No exception to this provision shall be granted without the recommendation of the Borough Administrator and the approval of the Borough Council

5 Holidays

The official holidays for all Borough employees shall be

New Year's Day	Labor Day
Lincoln's Birthday	Columbus Day
Washington's Birthday	General Election Day
Good Friday	Veteran's Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

Employees regularly scheduled to work on a holiday shall receive additional compensation at their straight time rate for the work period. When an official holiday occurs during an employee's vacation, the employee is entitled to an additional day of vacation. When a holiday falls on a Saturday, the prior Friday shall be observed. When a holiday falls on a Sunday, the succeeding Monday shall be observed.

6 Sick Leave

After the completion of six months of service, sick leave with pay shall be credited each permanent employee on the basis of one day per month of continuous service, with no maximum limit.

In all cases of reported illness or disability, the Borough reserves the right to have a physician designated by the Borough to examine and report on the condition of the patient-employee to the Department Head and Borough.

When the absence on account of illness or disability does not exceed three days, normally the employee's statement of the cause will be accepted without a supporting statement from his attending physician, although the Borough may have any employee examined by a licensed physician designated by the Borough and to have the employee certified as fit for duty, before the employee returns to work.

During protracted periods of illness or disability, the Borough may require interim reports on the condition of the patient weekly or bi-weekly periods, from the attending physician and/or a physician designated by the Borough. When under medical care, employees are expected to conform to the instructions of the attending physician if they wish to qualify for salary payment during such period of illness or disability.

The Borough Administrator will maintain record cards for each employee, upon which he will record the total sick leave. All absences will be maintained upon these cards and all sick leave earned and consumed or used for each completed continuous service year will be shown on this record. Employees having exhausted all of their sick leave will not receive any further sick leave or compensation in lieu thereof until same has been accumulated and earned by the employees subsequent service.

Where employees have left the Borough's employ and subsequently are re-employed, the date of re-employment is to be used as employee's service date with the Borough for purposes of crediting sick leave.

Sick leave may be allowed for ordinary dental care, and for the service of an oculist for normal eye care when such professional services are not readily available outside of work hours.

An employee who is certified as absent on account of a disability or accident caused in the usual hours of his employment and directly in line of duty, shall not have such absence charged against his sick leave.

Any employee on sick leave, and receiving his normal compensation, who in addition qualifies for payments under Workmen's Compensation weekly benefits, shall during the period he is receiving such weekly benefits be entitled only to that portion of this regular salary which, with the Workmen's Compensation payments, equal his normal salary.

Nothing contained herein, shall be considered to be in derogation of or, restrictive of any statute now in effect limiting the period during which Municipal employees may be compensated for leave, on account of disability or of illness. These provisions are to be construed and administered in conjunction therewith.

7 Maternity Leave

Maternity leave without pay may be granted, such leave to commence no later than the 6th month of the pregnancy term.

8 Jury Duty

It is the public policy of this Borough to encourage Borough employees to perform all their duties and responsibilities of citizenship and accordingly, if any municipal employee is legally selected for jury duty, every effort shall be made to enable such employee to serve as juror.

To that end, the Department Heads of the Borough Government shall use every reasonable endeavor to aid said employee in performing jury duty. Each employee shall be paid for time served as juror in such amount as he would normally receive, with no reduction, but such jurors compensation as may be received (except meal allowances and travel) shall be refunded to the Borough.

9 Bereavement

In the event of a death in the immediate family of an employee, (spouse, child, parent, parent-in-law) or the death of a relative who resides with the employee, or the death of a relative with whom an employee lives, the Borough will grant a three-day leave of absence with pay to the employee.

SECTION SIX The following regulations shall apply to the separation of employee-employer relations between employees of the Borough of Manville and the municipality as employer

SEPARATION

1 Separation from the service of the Borough may result from voluntary resignation of the employee, or by the termination of his services by the Borough Council

2 The written resignation of an employee received by the Department Head will be attached to his Personal History File and the employee will be interviewed by the Department Head prior to the effective date of the employee's separation

3 Employees who resign shall tender their resignations in writing if possible, at least two weeks prior to the requested effective date of the resignation, in order to provide sufficient time for appointing and orienting the successor

SECTION SEVEN The following regulations shall apply to promotions and transfers of municipal employees

TRAINING, PROMOTIONS AND TRANSFERS

1 It is the policy of this Borough to encourage Borough employees to raise their level of competence in the performance of their duties and responsibilities Therefore, inservice training courses may be attended by Borough employees as approved by the Borough Council who may reimburse the employee's necessary fees for such courses, upon receipt of a record of completion of said course

2 Whenever it is practical to do so, promotions will be made from within the ranks of the Borough Staff of Municipal Employees, provided there are qualified employees available capable of performing the required duties in a satisfactory manner

3 Transfers from one position to another or Department to another will usually be made when it would be advantageous to the Borough and/or the employee to make such a transfer

4 Employees are requested to file with their respective Department Heads a list of their skills and special training in order that the Borough may make the best possible use of all the capabilities and potentialities of its personnel

5 Department Heads will be responsible for on-the-job instructions, as well as for providing guidance for all employees under their leadership and supervision

6 Promotions from within the ranks will be based on merit, character, qualifications and work habits, as determined by an impartial review of all available facts In addition, a competitive examination, as approved by the Borough Council, may be given all applicants, to aid the selection process Nothing herein requires the Borough Council to select the applicant with the highest score, but only those applicants with recognized passing grades may be considered for employment in the position for which the test was given

7 Recommendations for promotions or transfers will be processed by the Department Head through the Councilman in charge, before transmittal of the Borough Council for consideration and action

8 Employees may request transfer to another position or Department without prejudice or loss of any seniority rights Such requests will be considered on their merits, and any action taken will be without establishing a precedent in any case

9 When an employee requests a transfer from one position or Department to another, such proposed transfer and request shall be first referred to the Department Head or Department Heads involved with the proposed transfer and the

recommendation of such Department Head or Department Heads shall be received and considered before the transfer of employee is effected

SECTION EIGHT The following regulations shall apply to disciplinary actions against Borough Employees in this municipality

#### DISCIPLINARY ACTIONS

1 When a Department Head believes that an employee is not conforming to the letter or spirit of the Borough policies and rules, or to specific instructions given him, or is in violation of any of the rules or regulations thereof, the Department Head shall first privately discuss the matter with the employee concerned, in order to obtain the employee's side of the matter. The Department Head shall, if possible, then obtain assurance that there will not be a repetition of the incident, if it is not sufficient to warrant the employee's dismissal from Borough employment. A note or memorandum of the incident and its disposition shall be placed upon the employee's Personal History File by the Administrator after consultation with the Department Head.

2 If the matter is not a serious one, and the Department Head is satisfied to thereby close the incident, the matter may then be dropped.

3 In the event that it appears desirable to do so, the matter may be referred to the Ethical Standards and Personnel Board for review, and recommendations, as is warranted by the facts.

4 Disciplinary actions against employees shall be in the following forms

- (a) Informal private, verbal reproof by the Department Head
- (b) Written memorandum of censure from his Department Head
- (c) Letter of admonition from Borough Administrator
- (d) Suspension from duty without pay
- (e) Transfer or demotion of employee
- (f) Separation from the service of the Borough

5 Articles 4 (d), (e), and (f) may be ordered by the concurrence of the immediate Department Head and Borough Administrator, if and when such summary action is considered as being necessary. Such action must be reported to the Councilman in Charge and Ethical Standards & Personnel Board, without delay.

6 A fair and complete investigation of the case will be made promptly by the Ethical Standards and Personnel Board to accumulate all facts and to interview all interested persons. A written report of such investigation, the finding and recommendations, supported by all available data, will be referred to the Borough Council.

7 The Borough Council will weigh the facts and recommendations submitted, make such further investigation as is desired by it, and at the earliest possible date make its decision to (a) confirm the action, (b) amend the action or (c) rescind the action.

8 All papers in connection with a disciplinary action will be placed in the employee's Personal History File.

9 Any employee may appeal a disciplinary action by means of the procedure set forth for handling grievances and as provided by law.

SECTION TEN The following regulations relative to administration Procedures and Records are hereby adopted.

#### ADMINISTRATION PROCEDURES AND RECORDS

1 Each full-time employee shall receive a copy of the Personnel Policies and Practices of the Borough of Manville, as contained herein, which he will study and retain for future reference. After a careful study of the policies, practices and rules set forth therein and in this ordinance, he is expected to sign the statement signifying that

he received a copy of this ordinance agreeing to conform with it and return said statement to his Department Head to be placed in his Personal History File

2 The Borough Committee reserves the right to add, to change, to interpret, or to eliminate, personnel policies, practices and rules, whenever it appears to be in the best interest of the Borough to do so, only in exceptional instances and not as general practice

3 All changes, additions or deletions will be made by means of amendments of this ordinance, copies of which will be issued to each employee to be kept with his copy of the Personnel Policies and Practices of the Borough of Manville Each employee will sign a note acknowledging receipt of said changes, to be given the Borough Clerk for placement in the employee's Personal History File

4 Personal History Files are confidential records and will be maintained in the office of the Borough Clerk The files will be in two groups, "Active" representing employees on the payroll, and "Closed" for employees no longer in the service of the Borough

5 Only the members of the Borough Council, Borough Clerk, Department Heads and officers of the law, may have access to any or all of the Personal History Files Any employee may, at reasonable times, in the office of the Department Head, examine his own personal history file Nothing in the personal history file shall be permanently removed therefrom by any individual

SECTION ELEVEN The following regulations shall apply to the evaluation of permanent employees by the supervising Department Head as the representative of the Borough of Manville, as employer

## EVALUATION

All employees appointed to a recognized permanent position with the Borough of Manville shall after one-half the established probation period, be evaluated by the Head of their department in writing. Contained in the evaluation shall be a recommendation as to the advisability of continued employment of the employee after the required probation, but no termination of employment shall occur prior to the end of the probationary period except by the procedure as set forth in Section Eight of this ordinance.

Thereafter, all employees below the Department Head level, shall be evaluated by their Department Head twice a year. The first evaluation shall be made in the three week period prior to the employee's anniversary date of employment and again 6 months later.

All employees above Department Head level, and part-time, or temporary employees may, at the discretion of the Borough Council be evaluated yearly, or prior to any salary increment other than regular cost-of-living increased as applied to all Borough personnel.

All evaluations shall be submitted to the Borough Clerk-Administrator. The evaluation and his comments in writing shall then be submitted to the Council for their review.

After the Council review, all evaluations shall be placed in the Personal History File of the employee, as so named in the reviews.

All evaluations are considered confidential, and will not be used outside of the regular grievance, disciplinary and promotion procedures of the Borough.

SECTION TWELVE This ordinance shall take effect immediately upon its final adoption and publication as required by law.

### III WAGE AND SALARY SCHEDULE

After review and comparison of available data, which includes surrounding municipalities and private industry, we arrived at what we feel is a fair, unbiased wage and salary scale which includes Grades 1 through 14, with six levels in each grade. The minimum wage is \$5,202 and the maximum salary is \$15,603.

The Levels are generally held to 5% increases and the Grades vary, due to classifications assigned them.

There are two general approaches in formulating a salary scale:

1. A mathematical model, in which levels and grades are in exact ratio and in which particular classifications must be tailored to fit the scale, or

2. A classification model, where salary and wage figures are assigned at random to fit each particular position.

In actual practice the proposed scale falls somewhere in the middle of these approaches. We started with a mathematical model and altered some figures to align them with salary expectations.

PROPOSED SALARY GRID FOR

MANVILLE BOROUGH

	A	B	C	D	E	F
1	2 50 5,202	2 64 5,495	2 79 5,788	2 92 6,081	3 06 6,374	3 21 6,667
2	2 52 5,237	2 66 5,542	2 82 5,847	2 96 6,152	3 11 6,457	3 27 6,809
3	2 62 5,449	2 79 5,789	2 95 6,129	3 11 6,469	2 92 6,089	3 44 7,149
4	2 74 5,700	2 91 6,040	3 07 6,380	3 23 6,720	3 39 7,060	3 56 7,400
5	3 06 6,366	3 24 6,748	3 43 7,130	3 61 7,512	3 80 7,894	3 98 8,274
6	3 21 6,684	3 45 7,086	3 60 7,488	3 79 7,890	3 99 8,292	4 18 8,688
7	3 26 6,800	3 47 7,220	3 67 7,640	3 88 8,060	4 07 8,480	4 28 8,900
8	3 37 7,018	3 58 7,441	3 78 7,864	3 99 8,287	4 19 8,710	4 39 9,124
9	3 54 7,369	3 89 8,081	4 10 8,523	4 31 8,965	4 52 9,407	4 60 9,577
10	3 91 8,124	4 13 8,599	4 37 9,074	4 59 9,549	4 83 10,024	5 05 10,500
11	4 31 8,957	4 56 9,495	4 81 10,003	5 09 10,571	5 34 11,109	5 60 11,645
12	4 52 9,405	4 84 10,053	5 15 10,701	5 46 11,349	5 77 11,997	6 08 12,645
13	5 50 11,431	5 76 11,975	6 02 12,519	6 28 13,063	6 54 13,607	6 80 14,151
14	5 77 12,003	6 12 12,725	6 46 13,445	6 81 14,165	6 87 14,885	7 50 15,603

N B With the exception of grades 4 and 7, all figures are currently in use by the New Jersey Department of Civil Service, 1969

Grade	# Of Empl	Proposed Job Titles	Existing Job Titles	Proposed Range	Existing Range
*N S	2	Summer Clk-Ass't	--	2 15-2 50	-
N S	5	Summer Laborer	--	2 25-2 75	-
N S	1	Janitress	Janitress	2 00-2 50	2 05-2 39
1	**X	Laborer	Laborer	2 50-3 21	-
1	6	Sanitation Worker	Sanitation Worker	2 50-3 21	2 43-2 90
1	1	Bldg Main Man	Sr Bldg Main Man	2 50-3 21	2 12-2 96
2	3	Clerk Typist	Clerk Typist	5237-6809	3400-4400
2	1	Bookkeeper II	Bkbp Mach Oper	5237-6809	3650-4925
2	1	Police Matron	Police Matron	5237-6809	3650-4925
3	3	Driver	Driver	2 64-3 44	2 63-3 12
3	6	Main Man III	--	2 64-3 44	5600-6800
3	4	Police Dispatcher	--	5499-7149	-
4	1	Exec Secretary	Secr Assistant	5700-7400	3900-5400
4	2	Bookkeeper I	Bkbp Assistant	5700-7400	4200-6025
4	1	Main Man II	--	2 75-3 55	-
4	X	Equipment Oper	--	2 75-3 55	-
5	1	Main Man I	Sr Main Man	3 06-3 98	6500-7650
6	3	Foreman	--	6684-8688	-
7	1	Treasurer	--	6800-8900	-
7	11	Patrolman	Patrolman	6800-8900	6800-8900
7	1	Tax Collector	Tax Collector	6800-8900	5200-8000
8	1	Chief Stp Oper	Chief Stp Oper	7018-9124	5800-8175
8	1	Ass't Supr'v	Ass't Supr'v	7018-9124	5800-8175
9	1	Det Sgt	Det Sgt	7369-9577	8325-9350
9	3	Sargeant	Sargeant	7369-9577	8325-9350

\*N S = Not Schedules

\*\*X = Number Not Shown

Grade	# Of Empl	Proposed Job Titles	Existing Job Titles	Proposed Range	Existing Range
9	3	Supervisors	Supervisors	7,369- 9,577	6,600- 9,050
10	1	Lieutenant	Lieutenant	8,124-10,560	9,175-10,000
11	1	Captain	Captain	8,957-11,645	10,000-11,000
12	1	Chief	Chief	9,875-12,839	11,000-12,000
13	1	Eng -Dir of DPW	--	11,431-14,151	-
14	1	Clerk-Adm	Clerk-Adm	12,003-15,803	7,900-10,800

COMPARATIVE DATA 1968-1969

WAGE AND SALARY STUDY

BOROUGH OF MANVILLE, N J

DEPARTMENT/POSITION	BOROUGH OF MANVILLE	BOROUGH OF RARITAN	FRANKLIN TOWNSHIP	BRIDGEWATER TOWNSHIP	HILLSBOROUGH TOWNSHIP	BOROUGH OF SOMERVILLE	U S DEPARTMENT OF LABOR (Somerset Area)	** JOHNS-Manville Products Corp
ADMINISTRATION								
Clerk-Administrator	7,900-10,800	*4,800	11,000	6,500-11,000	8,000-12,000	7,000-15,000	N A	8,400-14,000
Sect to Clerk-Adm	3,900-5,400	5,173	5,279-6,319	5,500-7,500	5,500- 8,500	4,000- 8,000	6,136	5,500- 7,900
Bookkeeper I	3,650-4,925	*1,225	4,411-5,279	4,700-6,700	N A	4,000- 7,000	N A	4,550- 6,650
Clerk-Typist	3 400-4,400	*1,241	3,961-4,740	4,400-5,800	5,000-6,500	3,200-5,800	4,535-4660	4,550- 6,650
Bookkeeper II	4,200-6,025	N A	4,740-5,673	5,500-7,500	N A	4,800-7,000	N A	5,150- 7,500
Tax Collector	5 200-8,000	*3 200	7,930-9883	6,500-8,500	6,000-10,000	3,000-7,000	N A	N A
Janitor	4,200-5,000	*840	4,913-5,882	5,400-6,500	*1,200-2,500	3,200-5,500	3,910-4,514	5,532- 5,636
POLICE								
Chief	11,000-12,000	10907	11,660-13,568	10,000-16,000	8,500-10,500	11,000-14,000	N A	N A
Captain	10,000-11,000	N A	10,388-12,296	N A	N A	9,000-13,000	N A	7,500-12,100
Lieutenant	9,175-10,000	8577	9,540-11,448	9,500-12,000	N A	8,500-12,500	N A	N A
Det Sgt	8,325-9,350	N A	N A	8,500-10,300	N A	8,000-12,000	N A	N A
Sargeant	8,325-9,350	7,973-8,374	8,692-10,600	8,200-10,000	7,000-9,000	8,000-12,000	N A	5,850-8,900
Patrol	6,800-8,600	7,046-8,155	7,632-9,540	7,200- 9,000	6,400-8,000	6,800-9,300	N A	5,579- 7,900

\* Part-Time

\*\*All Johns-Manville figures are based either on wage data projected at a 40 hr week, or regular year<sup>14</sup> salary

COMPARATIVE DATA 1968-1969

WAGE AND SALARY STUDY

BOROUGH OF MANVILLE, N J

DEPARTMENT/POSITION	BOROUGH OF MANVILLE	BOROUGH OF RARITAN	FRANKLIN TOWNSHIP	BRIDGEWATER TOWNSHIP	HILLSBOROUGH TOWNSHIP	BOROUGH OF SOMERVILLE	U S DEPARTMENT OF LABOR (Somerset Area)	*JOHNS-Manville Products Corp
<b>PUBLIC WORKS</b>								
St Sweeper	N A	N A	N A	N A	N A	N A	N A	6,240
Road Suprv	6,600-9,050	7,863	9,458-12,013	9,000-14,000	8,000-12,000	6,300-8,300	N A	N A
Ass't Suprv	5,800-8,175	N A	N A	N A	5,300-6,900	N A	N A	N A
Road Foreman	5,500-7,400	7,800	7,262-9,050	5,200-8,100	N A	6,300-7,300	N A	7,950-13,500
Road Maint Man II	5,500-6,700	N A	6,700-7,600	4,700-6,800	5,000-7,000	5,200-7,300	N A	N A
Road Maint Man I	4,500-6,200	3,500-6,400	6,200-6,950	4,100-6,200	4,100-6,000	4,400-6,800	N A	N A
Driver	5,500-6,500	6,166	6,500-7,300	4,100-7,100	4,800-6,700	5,700-7,300	6,115	6,400
Sanitation Worker	5,100-6,100	3,500-6,400	N A	N A	N A	N A	N A	N A
Water Suprv	6,600-9,050	N A	9,458-12,013	9,000-14,000	8,000-12,000	6,300-8,300	N A	N A
Engineer/Dir DPW	N A	N A	13,973-18,436	12,000-18,000	N A	12,000-18,000	N A	10,000-17,000
STP Operator	6,030	N A	N A	N A	N A	N A	N A	6,032

\* Part-time

\*\*All Johns-Manville figures are based either on wage data projected at a 40 hr week, or regular year salary

#### IV JOB SPECIFICATIONS AND CLASSIFICATION

It was decided that most of the classifications were still valid and should be continued in use, with the notable exception of the following Borough personnel

- A Assistant Foreman
- B Treasurer/Bookkeeping Assistant
- C Engineer
- D Clerk-Administrator

##### A Assistant Foreman

If the public works function is consolidated, as is recommended later in this report, the position of Assistant Road Foreman should be deleted for the following reasons

- 1 all supervision will fall to the supervising foreman, rendering the position useless,
- 2 the position fragments the authority of the foreman, which is not a sound practice, and
- 3 the position is vacant at present

##### B Treasurer/Bookkeeping Assistant

It was called to my attention by Mr Edward J Marshall, Tax Collector, that the Tax Office personnel were no longer in accord with the Merrigan Study After some further research, it was found that although the position of Bookkeeping Assistant to the Tax Collector and

Treasurer of the Borough are closely allied, they should be maintained by separate persons, to avoid any possible conflicts of interest. It is our recommendation that the office of Treasurer be filled by the current Treasurer and the Bookkeeping Assistant position be filled by the current Bookkeeping Machine Operator and one additional staff member to be appointed as clerical assistant to the Treasurer. With the increased clerical staff, the Treasurer might assume some of the functions now handled by the Clerk's office, as time allows, but this would have to be judged after transfer of offices is completed, and operational potential can be established.

The primary objection for continuing with the status quo, is that the Treasurer-Bookkeeping Assistant has two positions -- one of Department Head status and one under a Department Head. This generally speaking is not a sound management policy, also since the two functions of tax collection and finance have been separated by the Borough Council there is no reason for an umbilical between the two.

C Borough Engineer

It is our opinion that because of the amount of money spent by the Borough in retaining a consultant engineer in recent years, the function should be handled by a full-time engineer, who as well as reviewing site plans, doing field work, preparing maps, and handling the day-to-day operations of the Engineer, would also act as Director of Public Works, and in that position would coordinate activities of the various Divisions. Certain projects, such as storm drainage, sidewalks, etc. would still require consultant work, but only as an out-growth of a capital improvement program, or special project.

Included as an appendix are sample qualifications for a borough engineer plus the requirements and accommodations necessary for a two-man engineering department.

D Administrator

During the past ten years the number of New Jersey municipalities

employing professional administrators has increased steadily. State law provides some specific procedures for municipalities that wish to adopt a plan of professional administration. The community may follow the provisions of the Council Manager Law of 1923 (N J S A 40 79), or it may proceed as authorized under the Optional Municipal Charter Law of 1950 (Chapter 210, Laws of 1950, as amended, N J S A 40 69A). The Optional Municipal Charter Law provides for either a council-manager plan or a mayor-council plan with an administrator. Special provisions are made for small municipalities. Several municipalities have used each of these approaches. A third method of providing for some measure of professional administration is the so-called "ordinance-administrator plan." In the ordinance-administrator plan, the municipal governing body makes use of its general power to hire municipal employees and to assign duties to them.

Ordinances establishing the position of administrator range widely in their form and content and even the title of the office varies. The most popular terms are business administrator, administrator, administrative assistant, and director of operations. Some ordinances, such as that adopted in North Haledon, spell out in considerable detail the responsibilities of the administrator. In brief, he is directed to

- (a) study the procedures of all departments and officers and recommend changes
- (b) examine all bills and vouchers and make recommendations to the finance committee
- (c) maintain a continuing review and analysis of budget operations, work programs and the cost of municipal services

- (d) establish and maintain sick leave schedules
- (e) recommend a table of organization for each department
- (f) advise the governing body on policy decisions
- (g) review, suggest a method of handling, and follow up on all requests for information
- (h) edit all public information releases
- (i) expedite all public works projects
- (j) report to the council on the work of all departments
- (k) develop procedures for the purchase of materials, supplies, and equipment
- (l) purchase, store, and distribute all supplies, materials, and equipment
- (m) control all storerooms and stockrooms
- (n) obtain budget requests from each department and present a recommended budget to the governing body
- (o) control the expenditures of each department

An example of the opposite extreme in an ordinance is presented by the Borough of Closter, which has provided merely "That the duties of the Director of Operations of Administrator shall include, generally, the management of the Borough, under the supervision and control of the Mayor and Council, and such duties as shall be specifically assigned by said Mayor and Council from time to time "

Ordinances in other places vary between these extremes, with the majority tending toward a general description of duties and responsibilities, rather than the specific listing contained in the North Haledon ordinance

Some of the reasons for the fairly rapid growth of the ordinance-administrator idea are

- (1) The ordinance-administrator plan may be superimposed upon an existing governmental organization without the complete political upheaval and reorganization which many persons expect will accompany a formal charter revision under the statutory procedures. This makes the ordinance-administrator approach much more acceptable to an incumbent governing body. Whereas a formal charter revision movement frequently is taken to imply criticism of the present form of government -- and its principal officers, and ordinance-administrator plan may be authorized by the present governing body through its own action. Furthermore, since the ordinance-administrator may act as the agent of the governing body, members of that body may not feel their control over public affairs to be threatened.
  - (2) The specific problems of a community may be met better by a locally designed ordinance than by a ready-made governmental plan prescribed by State Law.
  - (3) If the ordinance-administrator plan is found wanting, it may be amended or abolished quickly through the regular ordinance procedure. Balancing these reasons are a number of objections which have been raised to the ordinance-administrator idea.
- (1) The effectiveness of the administrator depends largely upon the attitude of the governing body. His responsibilities, as granted by the ordinance, may be very limited, all of his actions must be approved by the governing body.
  - (2) The governing body may abolish the position at any time by using the regular ordinance procedure.
  - (3) The ordinance-administrator approach may be used by a governing body,

which is threatened with a formal charter revision, to sabotage the movement for the more sweeping change

In summary, the ordinance-administrator approach can be almost anything that the governing body wishes it to be. It is a more flexible device than the statutory council-manager or mayor-council-business administrator plan. By the same reasoning, it also can be a weaker device for obtaining professional administration. The municipal manager and the business administrator under the 1923 and the 1950 laws have specific duties. The ordinance-administrator must look to the local governing body for a statement of responsibilities and powers, and for approval of the action to meet his responsibilities.

The Borough of Manville should consider implementing the ordinance-administrator plan, thus spelling-out and enumerating the duties and responsibilities of the clerk-administrator. This is not done at present, consequently, Mr. Peltack is assigned various separate positions such as Purchasing Agent, Clerk, Administrative Officer each carrying specified salary amounts, whereas, in an ordinance, all responsibilities may be assigned and remunerated properly. A provision of the ordinance should state that in the event that any duties or responsibilities be added to or subtracted from the position of administrator, they shall not affect the administrator's salary for that fiscal year, unless at the request of the administrator.

V IMPLEMENTATION

The value of a study of this nature depends upon the implementation of its recommendations. After careful consideration, we are recommending that the Borough of Manville

- 1 Adopt a Personnel Ordinance -- The Ordinance included in this report reflects the recent PERC laws, in that it does not conflict with the law, and in addition, provides for a set grievance procedure, not now provided. Furthermore, it organizes into one body of law, the personnel rules necessary to manage the employees of Manville.
- 2 Adopt a Wage and Salary Schedule -- This schedule is based on wages paid by the surrounding municipalities and the largest private employer in the Borough, Johns-Manville Products Corp. It is further based on the 1969 dollar value, and does not provide for increases in the cost of living which should be taken into consideration in preparing the 1970 budget. In succeeding years, it may be necessary for the Borough Council to re-adjust these figures, through across-the-board pay raises, again depending on the Cost of Living Index, as published by the U S Department of Labor.
- 3 Adopt Job Classifications, Titles and Descriptions -- Basically, the Merrigan Associates findings are still valid. Certain differences may be noted by comparing this report with the Merrigan study, especially in the area of job titles standardization. Merrigan suggests that each position title be tailored to the particular job. It is our feeling that be-

cause of the flexibility required of municipal employees, this becomes unfeasible, and that most position titles may be standardized, with a wider range of duties enumerated for each position

For the purpose of this study, part-time and temporary employees are not to be classified, however, if the Borough desires classifications for these employees, they are free to use any information gathered by this office for the study

4 Ethical Standards & Personnel Board -- We are recommending that a five-man Ethical Standards and Personnel Board be created and appointed by the Borough Council. If possible, it should contain a representative cross-section of the population, both professional and non-professional. Members should be appointed for 1 year, and be subject to re-appointment. The duties of the Board should be as follows

1 To review and approve, or recommend changes to any proposed amendments to the Personnel Ordinance, as adopted, or any position classification changes, and salary schedules

2 To hear all appeals from the action of the Borough Administrator, provided that any decision reached by the Board shall be understood as advisory in nature and may be overruled by the decision of the Borough Council

## VI ADDITIONAL RECOMMENDATIONS

In addition to the provided scope of services, we are presenting a few ideas for the consideration of the Borough officials. These are intended as comments on present procedure, but should not affect the adoption of the Wage and Salary Schedule or Personnel Ordinance, as proposed.

### CONSOLIDATED DEPARTMENT OF PUBLIC WORKS

Under the direction of the Borough Engineer, this department would assume administrative function for the current Water Department, Sewer Department, Roads Department, Sanitation Department, and Park Maintenance, and place each at a Division level in the new Department. Each Division would retain its own "Department" head, as is presently done, with the Engineer coordinating activities between Divisions.

This consolidation would relieve some of the administrative burden placed on current department heads, and would provide a higher authority to coordinate activities.

### TEMPORARY CLERICAL ASSISTANCE

During the summer months, additional clerical responsibilities should be handled by full-time temporary employees. It might be possible to hire high-school girls and train them for permanent positions after graduation, or use college girls looking for summer employment.

The position should be flexible and should follow the sample job description below.

Position Clerk Assistant

Definition Performs simple office and related activities, as assigned

Supervision Received Works under the supervision of higher ranking clerical staff and department head

Examples of Work

- 1 Simple clerical duties including filing, mail sorting, telephone answering and messenger
- 2 Typing and stenography
- 3 Operation of other office machines including postage meters, check writers, adding machines, calculator, photo copier, and any others assigned
- 4 Collect and receipt payments for sewer, water and tax bills, issue licenses
- 5 Receptionist of other duties as assigned

Qualifications

Education 2 years of high school minimum

Experience none required

Knowledge and abilities typing and stenography desirable but not required, ability to learn other machines

Physical requirements health good, with no physical impairments sufficient to affect correct performance of duties

Salary Range \$2 15 - \$2 50

APPENDICES

BOROUGH OF MANVILLE  
EVALUATION FORM

NAME \_\_\_\_\_

DEPARTMENT \_\_\_\_\_

\_\_\_\_\_ Permanent  
\_\_\_\_\_ Temporary  
\_\_\_\_\_ Probationary

PERIOD COVERED \_\_\_\_\_

The following information represents the judgments of your supervisor on your work as a Township employee. This evaluation is prepared primarily for the purpose of helping improve your performance.

	Outstanding	Very Good	Satisfactory	Needs Improvement	Unacceptable	Has ability to do better	COMMENTS
Work Quantity. Amount of work turned out							
Work Quality Neatness, thoroughness, accuracy							
Work Habits Attendance, punctuality, care of equipment, attitude							
Relationship with others, Fellow employees, supervisor, public, etc							
Special abilities (if applicable or required) Supervisors, Administrative, Planning Others (List)							
Overall Rating							

\_\_\_\_\_  
Signature of Rating Supervisor

Certification of Employee I hereby certify that I have reviewed the above rating and discussed them with my supervisor. My signature on this form in no way signifies agreement with the above ratings.

\_\_\_\_\_  
Signature

ENGINEERING DEPARTMENT

BOROUGH ENGINEER

A Normal Work Week 35 hours, plus meeting  
Overtime In excess of 65 hours per  
quarter for meetings, and  
at such other times as may  
be needed or requested by  
the Council

B Qualifications

The following shall be considered to be minimum qualifications for the position as outlined above

- 1 Graduation from an approved college, with a Bachelor of Science degree in Civil Engineering
- 2 A Professional Engineer's License in the State of New Jersey
- 3 A Land Surveyor's License in the State of New Jersey
- 4 A minimum of 5 years of experience in municipal engineering
- 5 A minimum of 3 years of experience in direction of public works departments
- 6 Ability to meet and deal with the public in a manner desirable to, and befitting an official of the Borough of Manville
- 7 Suitable background in management science
- 8 Ability to meet with and negotiate with Federal, State and County officials
- 9 Possess a knowledge of the functions of Federal, State and County Departments and agencies as they affect municipalities
- 10 Ability to organize, plan, schedule and control various construction and maintenance programs
- 11 Sufficient knowledge of accounting and cost analysis to provide for the obtaining of the optimum in dollar value in construction materials, supplies and equipment
- 12 Possess an S-1 Waste Water Treatment Plant operator's license or be willing to undertake the necessary schooling and work experience to gain a thorough knowledge of the operation and maintenance of the Borough's Waste Water Treatment Plant and collection system

BOROUGH ENGINEER - continued

- 13 A desire to keep abreast of new developments in the Public Works field, and maintain and advance present knowledge and professional ability by the participation in professional societies, necessary schooling, home study, and self-development required
- 14 Ability to assist individual subordinates in their professional advancement and education
- 15 Ability to communicate with and explain to individuals with various backgrounds, highly technical or detailed public works construction projects and maintenance activities

C Duties and Responsibilities

Performs the following described duties with freedom of personal action, use of initiative and exercise of judgement

- 1 Works with all departments in facilitating all Borough business
- 2 Meets and deals with the public in matters of concern or interest
- 3 Attends meetings as needed
- 4 Supervises and directs all functions of the Engineering Department
- 5 Supervises and directs all functions of the Road Department
- 6 Supervises and directs all functions of the Sewer Department and Waste Water Treatment Plant
- 7 Interprets and enforces terms of Borough contracts and agreements with contractors or developers
- 8 Signs and seals after preparation, review, or approval, all municipal surveys, engineering projects, and development plans prior to filing with any governmental department
- 9 Responsible for all public works construction projects in the Borough
- 10 Responsible for the installation, construction, and maintenance of all roads, curbs, sidewalks, storm sewers, sanitary sewers, streams, channel improvements, waste water treatment plant, waste water pumping station, meter pits, and metering devices

BOROUGH ENGINEER - continued

- 11 Responsible for the operation, maintenance and purchasing of all Public Works vehicles and equipment
- 12 Works with all Federal, State and County agencies
- 13 Acts as the agent of, and Borough Official responsible for, all Federal, State and County aid projects for public works and related facilities
- 14 Responsible for the preparation of, and submission of, all Federal and State Aid applications for public works projects
- 15 Responsible for the design, construction and maintenance of all public works and related projects and facilities in conformance with all Federal, State, County and municipal requirements and needs, in keeping with the requirements of his professional code of ethics
- 16 Responsible for the preparation of, and expenditure from, all public works operating budgets
- 17 Responsible for the work product of, and the production output of, all public works personnel and equipment

ENGINEERING OFFICE

(2 Men)

Desk and Chair	
A - Desk	\$ 115 00
B - Chair	54 00
Drafting Table and Chair	
A - Table	200 00
B - Chair	16 00
Reference Table and Chairs	
A - Table	63 00
B - Chairs (2 @ \$23 95 each)	50 00
Map File	150 00
5-Drawer Legal File	80 00
Calculator (Used)	300 00
Print Machine (Rotolite)	300 00
Paper	20 00
Drafting Equipment (K E )	
Drawing Set	30 00
Scales	20 00
Electric Eraser	25 00
Paper (X Section, Plan Profile, Linen)	100 00
Other Miscellaneous Office Supplies	100 00
Field Equipment	
Transit & Tripod (Used)	450 00
Tape	36 00
Rod (Self Reading)	35 00
Range Pole	15 00
Miscellaneous	150 00
Drafting Table Lights - 2 @ \$35 00 each	<u>70 00</u>
TOTAL	\$2,479 00

