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A MANAGEMENT

STUDY of the

NORTH JERSEY DISTRICT

WATER SUPPLY COMMISSION

by

WALTER WECHSLER

Trenton, New Jersey

October, 1976

J628,1

W386

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October 20, 1976

Honorable Frank A. Orechio, Chairman
Honorable Charles K. Krieger
Honorable Jack R. Conlan
Honorable John Koribanics
Honorable Dino D. Bliablias
Commissioners,
North Jersey District Water Supply Commission
Wanaque, New Jersey

Gentlemen:

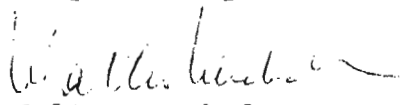
Pursuant to our contract dated June 15, 1976, there is furnished herewith a management study of your Commission which evaluates the organization structure, management, fiscal affairs and operations. Our recommendations with respect thereto should result in more efficiency and effectiveness along with substantial economies.

In all, our proposals are intended to identify where and how maximum potential improvements and net savings can be accomplished which can be implemented between now and December 31, 1977. We stand ready to assist the Commission in implementing them as desired.

Your consultant wishes to acknowledge the outstanding cooperation received from members of the Commission, its Chief Engineer, Secretary, Comptroller and other employees of the Commission who so willingly furnished the information and assistance so necessary to develop the project. Our thanks to all!

And not the least, my personal thanks to my associates, Messrs. Ronald Zweig, Paul Tuerff and John Gandner, whose competence and thoroughness were invaluable in producing this study.

Respectfully,


Walter Wechsler

SUMMARY OF RECOMMENDATIONS

<u>Page</u>	<u>Description</u>	<u>Non-Monetary</u>	<u>Monetary Savings</u>	<u>Cost</u>
16	Paid court-appointed hearing officers to Water Policy and Supply Council*	X		
24	Delegate routine matters to executive director/chief engineer	X		
28	Eliminate two stream inspector positions		\$24,846	
32	Eliminate one pump operator, one assistant pump operator, one assistant supervisor, Mechanical Department		\$32,835	
33, 34	Discontinue use of labor utilitymen as boatmen	X		
35	Eliminate one lead labor utilityman, 6 labor utilitymen, painter, and assistant painter, Utility Department		\$91,296	
41-43	Replace Police Department with park ranger unit		\$222,867	\$61,004
42	Replace three police cars with three four-wheel drive vehicles			\$4,500
45	Re-focus Summer Help Program	X	X	
47	Weigh costs of employing personnel against costs of contractual services		X	
50	Employ one administrative assistant			\$23,522
52-55	Develop one preventive maintenance program		\$1,000	
55	Develop written agreements with neighboring water companies	X		

* Not within Commission control.

<u>Page</u>	<u>Description</u>	<u>Non-</u> <u>Monetary</u>	<u>Monetary</u>	
			<u>Savings</u>	<u>Cost</u>
56	Develop emergency plans	X		
56	Prepare operating manual	X		
56	Use name plates giving functions and operating instructions	X		
56	Determine when to declare state of emergency	X		
57	Retain outside consultants periodically to assess conditions, procedures of system	X		X
59	Involve management and supervisory personnel to a greater degree in planning	X		
60	Articulate objectives	X		
64	Use standard format for monthly activity reports covering more areas than at present	X		
65-67	Prepare annual reports	X		
68-69	Establish tool crib to serve all departments -- centralize equipment control		\$1,000	
69	Centralize control of supplies		\$2,000	
70	Develop supply utilization standards		\$1,000	
71	Ascertain extent of losses		X	
71-72	Reconsider use of aqueduct for bikeway	X		
72-73	Begin planning to open reservoir for selected public recreational activities	X	?	?
74	Publish a newsletter from time to time	X		\$500
74	Establish library at North Jersey	X	X	X
74-75	Analyze water samples from watershed lake communities, etc., as part of pollution control program	X		X

<u>Page</u>	<u>Description</u>	<u>Non-Monetary</u>	<u>Monetary Savings</u>	<u>Cost</u>
77	Proposed organization chart	X	?	
78	Add position of assistant chief engineer			\$22,344
78-83	Work toward the consolidation of the Electrical, Equipment Repair and Machine Shop, Utility, and Mechanical Departments into one Maintenance and Operations Department	X	X	
84-86	Reclassify chief engineer position to executive director/chief engineer			\$9,548
87-89	Improve budget preparation to show actual prior year expenditures	X		
89	Install position number system	X		
89	Provide quarterly allotments to compare actual expenditures against budget	X	X	
92	Formulate budget procedure to involve supervisors	X		
93	Separate "Real Estate and Taxes" into two accounts	X		
93	Pursue development of accounting procedures manual	X		
94	Adopt procedure to certify receipt of articles or services	X	?	
95-96	Eliminate position of purchasing agent and assign duties to Commission secretary		\$18,727	\$7,444
97	Revise procedure to sign checks	X		
97-99	Convert payroll system to actual number of working days in a calendar year		\$7,000	
99	Continue development of manual for payroll preparation	X		
100	Increase bonding of executive director/chief engineer for payroll signing			\$400

<u>Page</u>	<u>Description</u>	<u>Non-</u> <u>Monetary</u>			<u>Monetary</u>	
		<u>Monetary</u>	<u>Savings</u>		<u>Cost</u>	
101	Eliminate position of one payroll clerk		\$11,092			
102-103	Increase investment earnings by projecting cash flow		\$3,500			
104	Consider insurance coverage from companies who write insurance directly		\$8,500			
105-107	Summary of personnel recommendations		(\$401,663) * (\$123,862)			
114-143	Evaluations and salary recommendations based on mid-point evaluation from base pay plus longevity, all positions, effective 1978		X		X	
148	Abolish vacant positions		(\$88,642) *			
161-166	Develop handbook of personnel policies	X				
166-169	Centralize personnel functions with person in charge responsible to executive director/chief engineer	X				
170-172	Delegate hiring responsibility with some exceptions, to staff	X				
172-173	Develop recruitment-selection process	X				
174-177	Develop constructive system of disciplinary action	X				
180	Afford opportunities for job progression	X				
183-188	Control factors affecting motivation	X				
188-191	Identify training needs	X				
188-191	Develop management and supervisory training for all management and supervisory personnel	X				\$4,000

*Includes personnel changes previously cited.

<u>Page</u>	<u>Description</u>	<u>Non-</u> <u>Monetary</u>	<u>Monetary</u> <u>Savings</u>	<u>Cost</u>
194-198	Identify performance measures for individuals and work units	X	X	
199-203	Develop an employee appraisal system suitable to North Jersey	X		
203-209	Consider optional appraisal system used by Civil Service	X		
	TOTAL:		\$425,663	\$133,262
			<u>133,262</u>	
	NET SAVINGS:		\$292,401	

CHAPTER I

BACKGROUND

In this chapter we talk about a range of subjects from water flow and background information to the owner-user concept and the present organizational chart. The subjects encompassed provide an introduction to the North Jersey District Water Supply Commission and, specifically, a framework for the second chapter -- functions of North Jersey.

WATER SUPPLY SYSTEM. The job of North Jersey is to deliver water to its member municipalities. Since the Wanaque Reservoir began delivering water in 1930, approximately 1,479,000,000,000 gallons of water have been supplied. To that trillion-and-a-half figure North Jersey adds from 32 to 40 billion gallons a year.

The 94.4-square-mile Wanaque Watershed is the principal source of North Jersey's water, with the 160-square-mile Ramapo Watershed supplementing the supply under certain conditions. These watersheds are shown on a map on the following page. It can be seen that both watersheds, particularly the Ramapo, extend well into New York State. The Ramapo pumping station, completed in 1953, diverts Ramapo River water to the Wanaque Reservoir, giving North Jersey a 25-million-gallon-per-day net increase in yield.

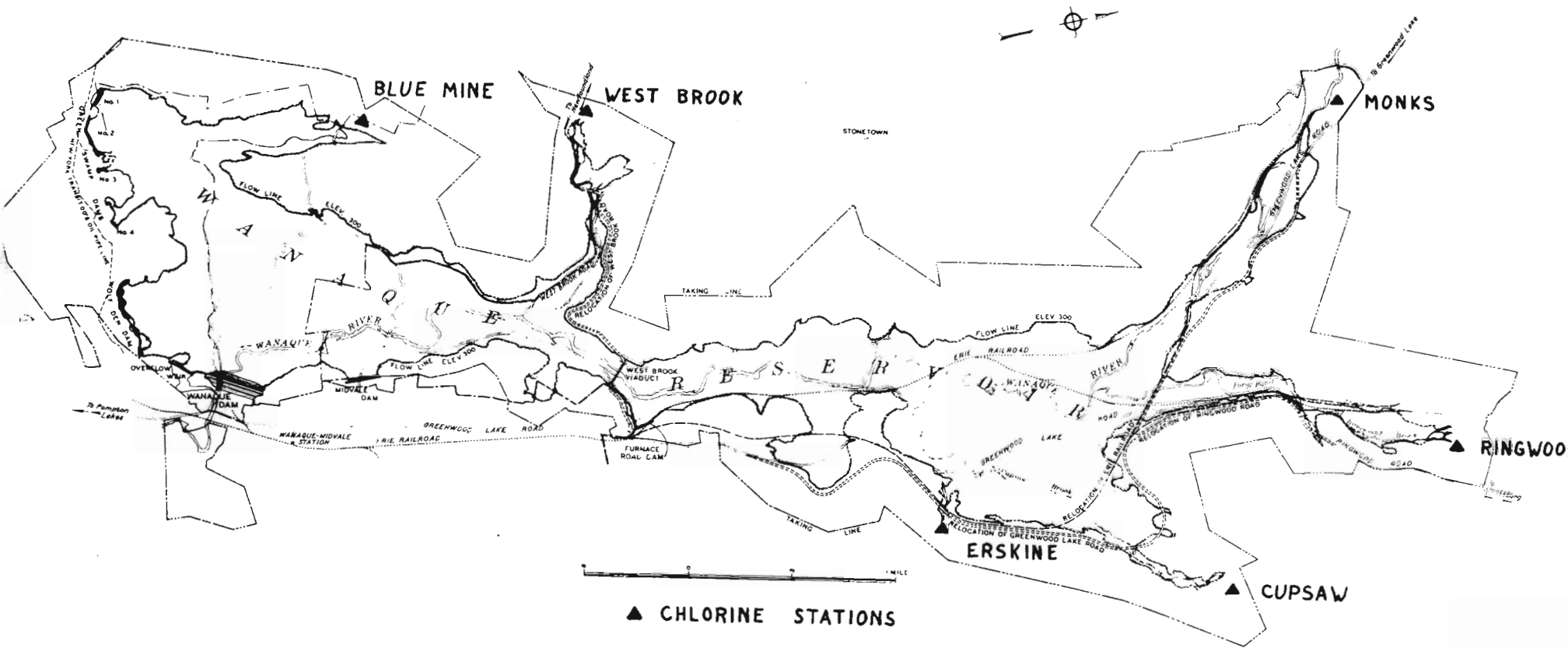


Wanaque Reservoir itself is 6.6 miles long with an average width of half a mile. Its capacity, with flashboards, is 29,600 million gallons. The greatest depth is 90 ft.; the average depth, 37 ft. The water surface area is 2,310 acres, and the length of the shoreline is 30 miles. The 1,500-foot Raymond Dam, begun in 1920 and completed in 1928, created the reservoir, which has seven secondary dams. Raymond Dam was constructed across the Wanaque River in Wanaque Borough.

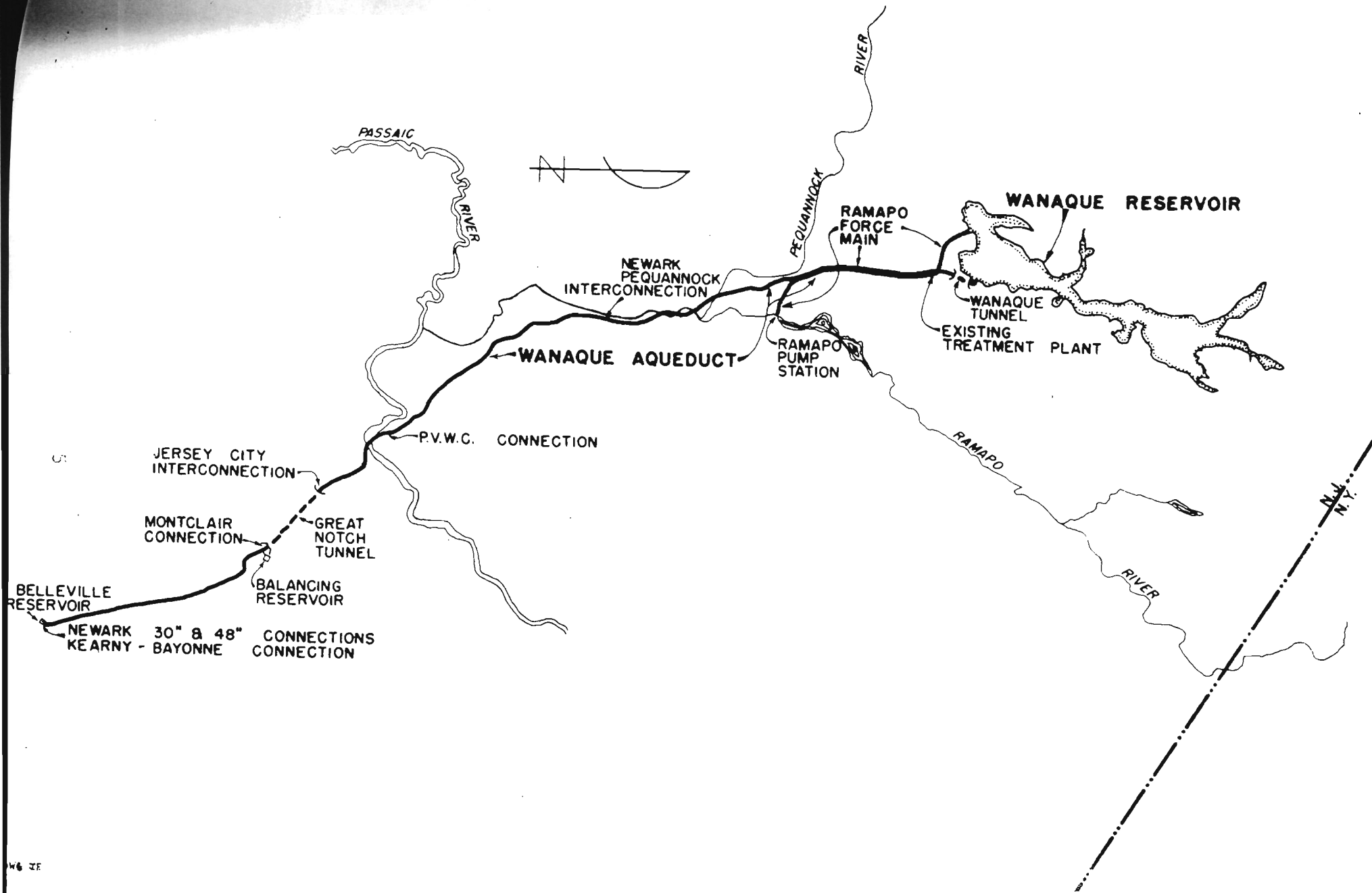
Six chlorine stations were constructed on the streams that fill the reservoir, although the introduction of chlorine at these stations has been largely discontinued. The stations are used to meter stream flow. A map of the reservoir on the following page indicates, among other things, chlorine station locations. Also shown are the dimensions of the 6,650 acres owned by North Jersey.

Water is carried from the reservoir along a 21-mile aqueduct which has 14 miles of twin 74-inch steel mains, two miles of seven-foot tunnel at Great Notch, and five miles of a single 74-inch steel main. The twin mains are used for delivery, not safety or emergency purposes. A map of the gravity-operated delivery system appears after the reservoir map.

The map also shows the location of the Ramapo pump station at the end of Pompton Lakes, on the Ramapo River.



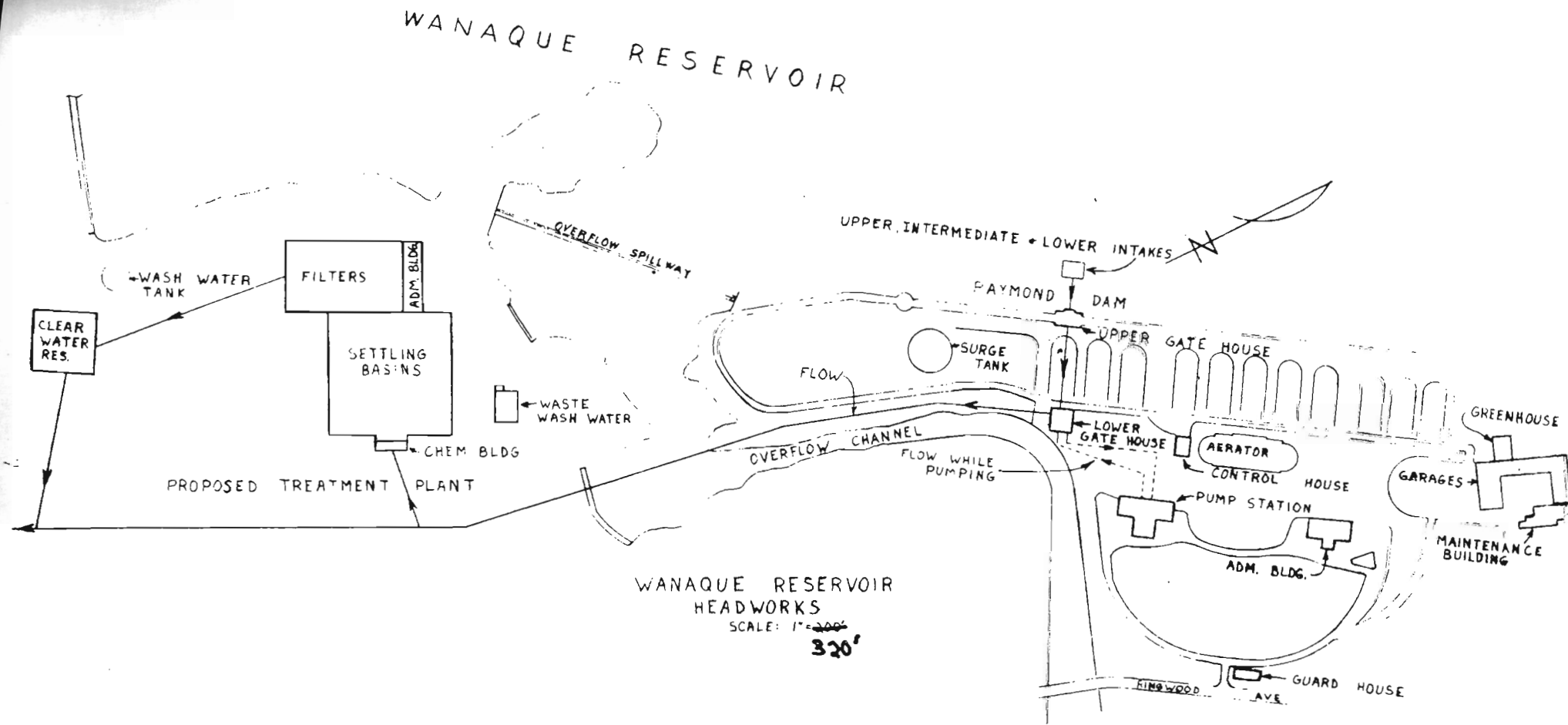
RIVER



The station has four 25 million gallons daily (MGD) pumps to deliver water through a 72-inch steel main to the reservoir. Much of the 25,000-foot Ramapo force main lies along the aqueduct.

The Headworks area, shown on the following page, consists of a guard house with entry gate, a maintenance building, garages and machine shop, a new greenhouse, an administration building with engineering offices and a laboratory, pump station, control house, aerator, an upper gate house, and a lower gate house. Water flows to the lower gate house from one of three intake levels controlled by sluice gates and screens at the upper gate house. The lower gate house has auxiliary chlorinators and valves to direct the flow to the aqueduct, the aerator or the pumping station. Five 23 MGD pumps and one 11 MGD pump are used when necessary to maintain pressure in the twin mains when the reservoir is low or when the drafts are high. The control house regulates flow to the aerator. To the south of Raymond Dam the location of the proposed treatment plant is indicated.

Grounds are formally landscaped in the Headworks area, with grass on the arches of the dam; flowers, shrubs, a fountain display and pool in the semi-circle above the guard house; and tall trees to the right of the semi-circle.



THE CONCEPT OF NORTH JERSEY. North Jersey's system of organization, in which users become owners, was attributed by Dean Noll to be its major strength because it "can provide a municipality the ability to control its destiny." This occurs by controlling the availability, cost and use of water.

North Jersey develops water resources for specific municipal owners based on projections of need approved by the New Jersey Water Policy and Supply Council. These owner-municipalities enter permanent contractual relationships with North Jersey and commit themselves to pay their share of the cost of development and operation on the basis of their respective percentages of ownership, with the Commission operating the system in trust for them. Owner municipalities are as follows:

<u>Municipality</u>	<u>Percent</u>	<u>Allotment*</u>
Newark	40.50	42.12
Paterson	20.00	20.80
Kearny	12.00	12.48
Passaic	11.00	11.44
Clifton	6.75	7.02
Montclair	5.00	5.20
Bloomfield	4.00	4.16
Glen Ridge	<u>0.75</u>	<u>.78</u>
	100.00	104.00

* Based on 104 MGD yield.

THE CHALLENGE -- AND COMPLICATIONS. As part of this chapter and before we look more closely at the North Jersey system, it is appropriate to note that North Jersey's principal challenge, both short and long term, is the development of additional water supply. .

For the last ten years delivery in million gallons per day has been as follows:

<u>1966</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>
93	93	103	109	110	109	112	99	96	92

The state has set North Jersey's system safe yield at 94. This yield is defined as the amount of water that can be developed and delivered on a continuing basis over a specific drought period; the 1960's drought, the severest drought on record, was determined to be this period. North Jersey, however, holds that 104 MGD should be the safe yield, and this is based on the 1930's drought; the issue has not been settled.

Regardless of which system safe yield is used, the practical issue remains of North Jersey being able to provide on a continuing basis sufficient water for its member municipalities as demand grows over the years. The seeking of new member municipalities must wait upon adequate water supply capability.

The annual MGD figures are somewhat misleading,

however, because North Jersey does not operate in its own little world. Several owner-municipalities have additional water supplies. During the past several wet years, for example, Newark has been overdrafting its Pequannock supplies by as much as 50 percent. This reduces, accordingly, the amount of Wanaque water used. Bayonne receives water from the unused allotments of North Jersey's owner-municipalities and pays for such water on the basis of a court-ordered price. Income thus derived is divided among owner-municipalities in accordance with a formula based principally on the amount of unused allotment made available by each owner-municipality.

A look at 1975 water consumption indicates the difference between consumption and allotment.

<u>Municipality</u>	<u>Total Annual Consumption; Million Gallons</u>	<u>Allotment; Million Gallons</u>
Paterson Take-off*	12,322.555	14,330.
Montclair	1,821.138	1,898.
Glen Ridge	260.926	285.
Newark	8,891.240	15,374.
Bloomfield**	1,518.400	1,518.
Kearny	3,811.020	4,555.
Bayonne	<u>3,656.690</u>	<u>--</u>
Total:	32,281.969	37,960.

* Passaic Valley Water Commission. Water distributed to Paterson, Passaic and Clifton.

** Bloomfield transferred its allotment to Newark.

It is clear that in 1975 Newark's unused allotment represented the significant variation, with such allotment being sold to Bayonne.

Other owner-municipalities having additional water resources include Paterson, Passaic and Clifton which, through the Passaic Valley Water Commission, draw water from the Passaic River.

If the inducement of Bayonne receipts were not a factor, owner-municipalities would take their full allotment from Wanaque because of their water consumption needs, and because they are paying for their full allotment. Wanaque drafts, therefore, vary from year to year, depending on the weather, economic conditions and availability of other resources and do not necessarily reflect actual water consumption of each owner-municipality.

WATER SUPPLY DEVELOPMENT. Given the percentage allotments and the system safe yield of 94 MGD -- or 104 MGD -- of the present Wanaque/Ramapo system, any additional water for North Jersey partners or other municipalities must come from the development of new water supply. Bayonne, Bloomfield, Cedar Grove, Kearny, Newark, Nutley and Wayne have made application to North Jersey to develop a new supply. Supply facilities will be owned by those municipalities and operated by the Commission, separate and apart from the

existing supply. Several of the applicants are present owner-municipalities but recognize or project a need within the next ten years for additional water. Kearny's projection, for example, includes estimated requirements to meet needs of the Hackensack Meadowlands Development Commission.

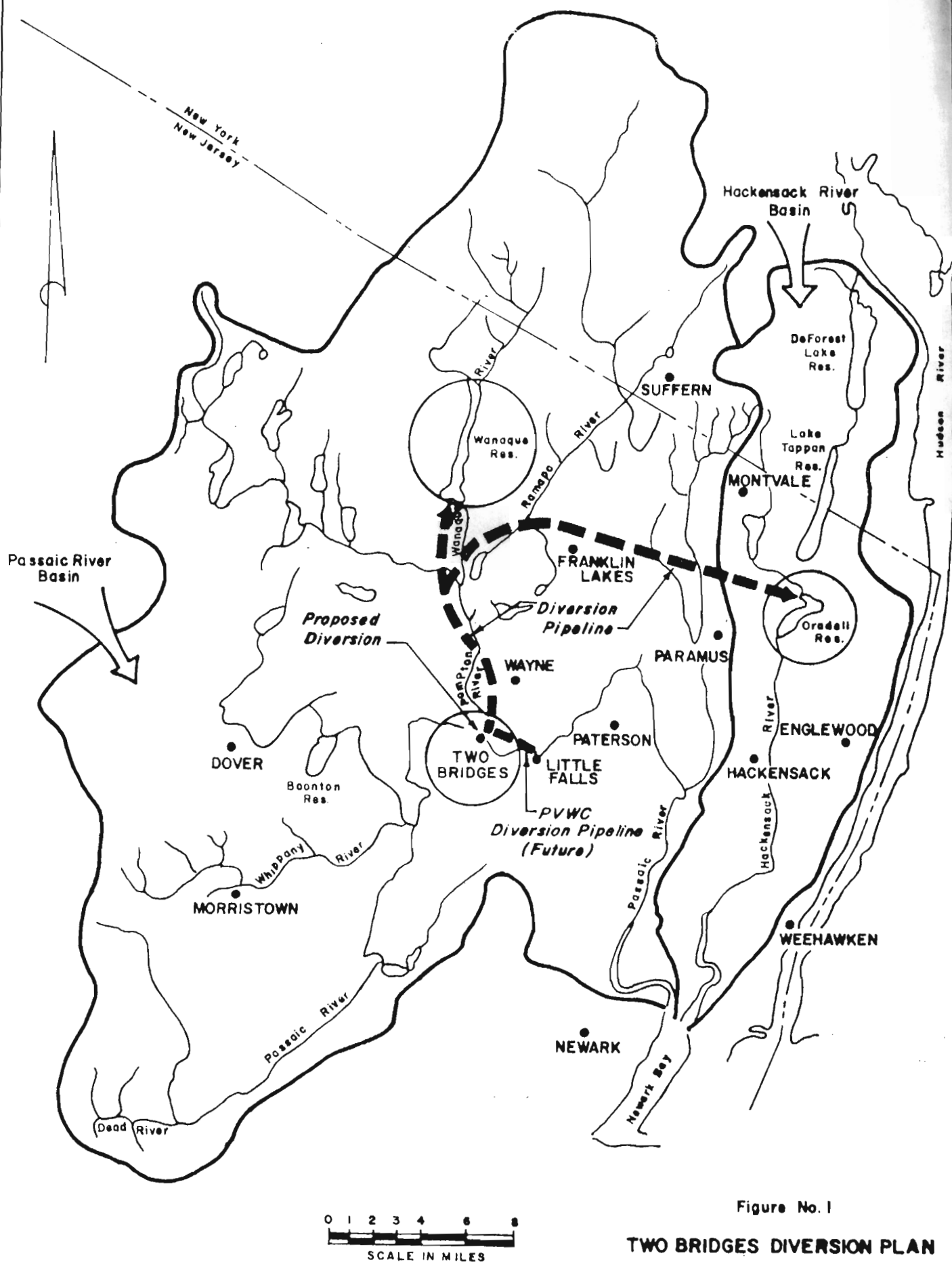
In behalf of the applicants cited above, North Jersey has requested permission to build the Two Bridges project, which would develop 79 MGD of new water supply. The Commission, its chief engineer, counsel, and other staff personnel have spent a great deal of time and effort seeking state approval for the Two Bridges project. The project would allow North Jersey and the Hackensack Water Company to divert water from the confluence of the Passaic and Pompton Rivers to, respectively, the Wanaque and Oradell Reservoirs. Some 15 public hearings, with more than 4,000 pages of transcript, have been held by the Water Policy and Supply Council since August, 1975. Dean Noll, North Jersey's chief engineer, has been spending a day a week in Trenton attending the hearings or working with staff of the Council on details and implications of the Two Bridges project.

There is no doubt that the project is North Jersey's most important effort to increase water supply since the unsuccessful effort in the 1960's to construct a pipeline from Round Reservoir, which was developed by the state to

augment water supply to the northeastern section of New Jersey. For background information we include a map showing the Two Bridges diversion plan.

It is conceded by all that additional water supplies are needed in North Jersey where the Commission and other water purveyors are hard-pressed to meet demands for water by a population which the U.S. Bureau of Census has identified as the most concentrated in the country and by industrial users whose water needs are at the heart of the economic well-being of the State of New Jersey. Moreover, other municipalities not now partners in the existing Wanaque system want to participate in the proposed new supply.

Responsible authorities agree that even if the nine-member Water Policy and Supply Council renders a favorable decision today, it will take three and one-half years or more before the Two Bridges project can begin to meet the water deficit in the area. Coupled with that is the fact that every week of delay will cost users \$125,000 in additional costs -- about \$6.5 million a year and, when compounded, about \$14 million for a two year delay. As of now the hearings before the Water Policy and Supply Council are already well into the second year and the end is not in sight.



If we face a drought -- a phenomena that seems to have been visited upon us about every seven to ten years during much of this century -- the fault will lie at the door of the Water Policy and Supply Council for not having rendered its decision promptly and for having permitted minutiae to foul the progress of the hearings when they are held.

Should the Council find against the Commission, the Commission may not be prepared to propose other sources of supply. But preparing such proposals and then having to fight them through a series of more interminable hearings that will undoubtedly follow means even more delay and frustration. And should those alternative proposals be more expensive, then water users will pay dearly unless thirst and economic adversity for the lack of water sap their very fiber first.

It is perhaps time that the composition and function of the Water Policy and Supply Council be re-examined. Although the Council chairperson, Ms. Lillian Schwartz, attends hearings diligently, as well as other members to a substantial degree (although several scheduled hearings since they began could not be held for lack of a quorum), the length of time over which the hearings have been held, apart from their complexity, may well have ruptured the

continuity of evidence essential to a just decision. And because the Council's membership is unsalaried, that may have caused the failure of a quorum to be present. While all of this may be to the liking of opponents of water supply proposals, (some of whom may have used the Council as a vehicle for delay over the years), the result is all too apparent. Perhaps the time is at hand when reliance upon unsalaried appointees to the Council should cease.

It is recommended that a panel of paid court-appointed retired judges or other hearing officers be considered by the state as a satisfactory alternative to expedite matters of this kind where so much of the public interest is at stake.

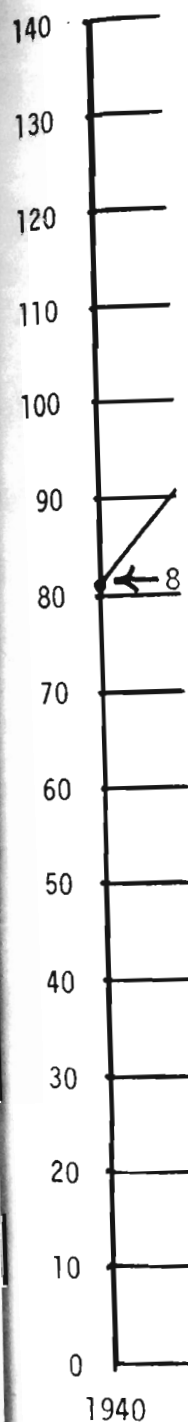
HISTORY. Our last comments in this chapter concern the history and development of North Jersey as an organization. It was established in 1916 by the State Legislature to become a self-sustaining water purveyor and a regulator of water supply development in the 12 northern counties of the state.

For a host of reasons, North Jersey was not able to carry out the latter function. The summary of the report *Water Supply Management in New Jersey*, prepared in 1975 by the County and Municipal Government Study Commission and the Department of Environmental Protection, attributed this failure largely because North Jersey "gradually started stressing its role as a regional purveyor to the detriment of its regulatory functions and thus lost the backing of the water industry with which it was competing in the former capacity." (page 11) At this point in time, with the state itself assuming regulatory functions as well as developing water supply sources, North Jersey's regulatory functions have vanished for all practical purposes.

But the North Jersey District Water Supply Commission did meet its legislative mandate to develop water supplies without using state funds. Four years after its establishment ground was broken for the Raymond Dam; the dam was completed in 1928; filling began; and, two years later water began to be delivered.

EMPLOYEES. The number of personnel employed by North Jersey has inched upward over the past 16 years, but a reverse trend is apparent for the last ten years under the present Commission. Employment data, provided by Alfred Mandel, comptroller-personnel officer, appears in graph form on the following page. The data is at five-year intervals beginning in 1940. Numbers given include the five commissioners, the Commission secretary, and the counsel.

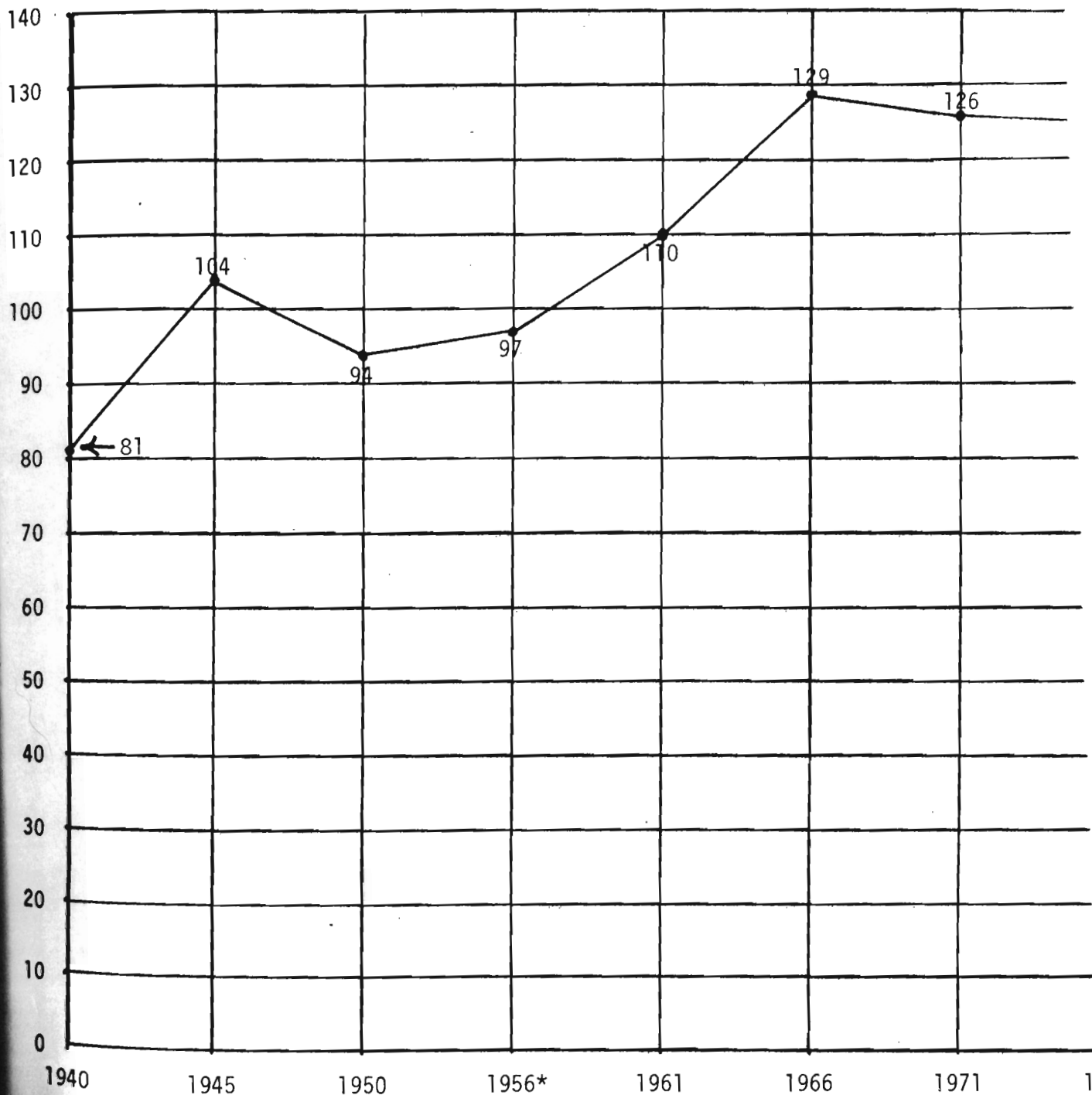
North Jersey presently operates under the organization chart which appears on the page following the graph. Although we will subsequently comment on this chart, we see no point in tracing the history of when each department came to be. The chart, however, in addition to indicating personnel deployment, begins to suggest the functions of North Jersey.



* 1956 wa
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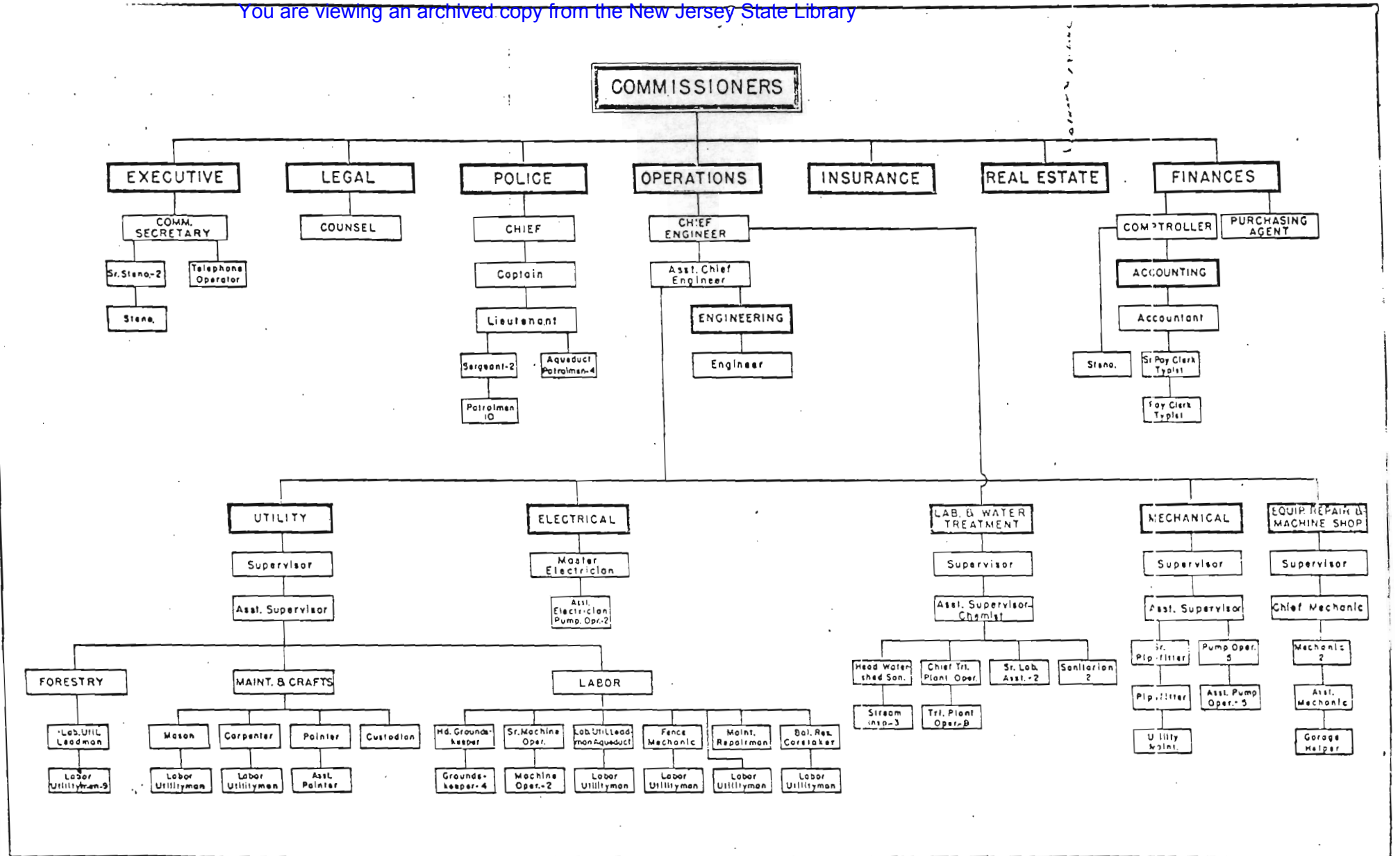
** Budget

NUMBER OF EMPLOYEES AT FIVE-YEAR INTERVALS,
NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION



* 1956 was the year new departments were established. Since then, however, there have been several changes, including the creation of an Electrical Department and a re-formed Labor Department.

** Budgeted positions.



CHAPTER II

FUNCTIONS AND SYSTEM

Functions of the North Jersey District Water Supply Commission are considered in this chapter. What is being done by which department is discussed, along with strengths and problems, personnel recommendations, suggestions for improvement in such areas as preventive maintenance and emergency plans, and new opportunities.

Collectively, the functions form what can be called North Jersey's system. In viewing this system we have tried to step back from time to time, away from specific operational questions and North Jersey's personnel, to gain a better perspective. It's easier to view the reservoir from a high point than when you are swimming in it.

First, however, we review activities of the Commission itself.

Commission Meetings

Regular meetings of the Commission are held on the third Wednesday of each month. Additional meetings are also held as conditions require them. Under the "Sunshine Law" these meetings are public and are advertised in advance as required under that law. When conference sessions are

required, advance notices to that effect are also given. All meetings constitute the forum at which Commission policies and decisions are made.

The minutes of meetings held during the last six months were reviewed by the consultant. They revealed many high profile matters that were decided or considered, reflecting favorably upon the dedication of the Commission members, its general and special counsels, the chief engineer, comptroller and secretary in discharging their trust and duties.

Among these matters were references to:

- ¶ Questions raised by the Delaware River Basin Commission concerning New Jersey's right to divert 100 MGD from the Delaware River because of the state's withdrawal of support from the Tocks Island project. If such diversion were discontinued, the need for a compensating water supply would be heightened.
- ¶ Request from the City of Elizabeth for professional assistance from the Commission to prepare plans for a water supply.
- ¶ Interviews of engineering firms to furnish resident supervision of proposed treatment plant construction.
- ¶ Efforts to determine practicability and savings by purchase of water treatment chemicals by the Commission, Passaic Valley Water Commission, Newark, Jersey City and others if collective bids could be obtained from suppliers.
- ¶ Adequacy of sketch received from architect for new treatment plant.
- ¶ Concern for minimizing operating costs of new plant by computerization.

- ¶ Efforts to obtain training for Commission police.
- ¶ Joint efforts with the Hackensack Water Company to present expert testimony on the Two Bridges project.
- ¶ Implications of reservoir pollution from sewage treatment plants operated by adjoining municipalities or other parties.
- ¶ Applicability of recently enacted state guarantee of municipal bonds to the Commission's proposed funding of its treatment plant project, or to seek similar legislation if not applicable in view of the state having mandated the project.
- ¶ Progress in securing rights of way or easements re: new water treatment plant.
- ¶ Boundary conflicts.
- ¶ Excavation implications causing vibration.
- ¶ Probable delay in Two Bridges project if Corps of Engineers became involved.
- ¶ Insurance coverage for liability re: visitors.
- ¶ Exchange of water with Jersey City during shutdown of the latter's plant for repairs.
- ¶ Jersey City's proposal to build Longwood Valley reservoir and Commission's suggestion that it participate in joint venture.
- ¶ Potential of obtaining grant under the new Public Works Employment Act for the water treatment plant.

This consultant requested and was given permission to attend a series of regular meetings as well as a conference session of the Commission which were held July 21, 1976. It was noted that agendas had been prepared and distributed to

each member in advance and that such agendas have been in use only in recent years. The agendas were comprehensive and were expeditiously handled. The members devoted great care to details at the meetings. For example, Commission members inquired as to whether purchase requisitions requiring affirmation by the Commission were for materials or supplies available through the state contract procedure and replies were furnished by staff as appropriate. Approvals for expenditures were provided by motions duly made and seconded and by roll call votes. In fact, roll call voting was conducted on virtually all subject matters wherever required.

It was also noted that the Commission even considered overtime incurred by employees; approval was voted. Similar consideration was given to compensatory time-off taken by employees in lieu of overtime. Other action in minor matters was also taken -- giving approval to employee military leave, to severance pay which it authorized up to 30 days, in authorizing five of the Commission's personnel to attend a seminar on water management. Many of these and other matters should be delegated to the executive director/ chief engineer position recommended later in this report.

The meeting was attended not only by the five commissioners but by its general counsel, its special counsel,

chief engineer, the secretary, the comptroller, the purchasing agent and the press. The meeting adjourned at 6:57 p.m. after a full day of meetings alternating between conference and general sessions which began at 10 a.m.

This consultant was highly impressed by the pervading consciousness of the trustee role of the Commission members. The general, as well as the conference session meetings, displayed a devoted, serious and sincere concern by the members. The procedures were sophisticated, precise and formal.

In addition to the agendas, comprehensive minutes are taken of each of three regular meetings on Wanaque/Ramapo, the filtration plant, and Two Bridges. Minutes of previous meetings are furnished to each commissioner in advance of the regular monthly meeting along with pertinent reference material. Minutes are also taken of conference meetings and distributed in advance of the next meeting. The agendas and minutes of the meeting attended by the consultant are included at the end of this report under Exhibits.

It was noted that the commissioners carried to the series of meetings large rectangular brief cases, about eight inches thick, which were loaded with the aforementioned documents and various reading and other resource literature.

Those materials were in continual use throughout the meetings.

In recent years, officials of instrumentalities across the land and in New Jersey have been the subject of grand jury investigations and of indictments for irregularities or wrongdoing in their conduct of governmental affairs. Many have been ousted from office or have been imprisoned or fined. However, a search of the records, including newspaper files, has failed to disclose one scintilla of evidence which reflected adversely on the management or morality of the Commission.

It should be noted that the Commission took the initiative in instituting this management study, the first such study ever done at North Jersey in its 60-year history. The study will result in substantial savings to the eight municipal partners of which the Commission is their instrument. It is certainly to their credit that the Commission members discerned that the times call for a tightening of the belt. This consultant believes that can be done mostly by eliminating positions that are not needed for efficient operation, thereby reducing the cost of water furnished to the partners of the Commission.

Functions of Departments

This section summarizes major functions of existing departments, except the Police and Finance Departments which are discussed, respectively, in the next section of this chapter and in Chapter III, Fiscal Affairs.

LABORATORY and WATER TREATMENT. Water quality control is the main function of this department. Control is exercised at the treatment plant and the laboratory in the headworks area. The plant is a minimal treatment plant where chlorine and lime are added, and ammonia used occasionally.

Control is also exercised throughout the Wanaque and Ramapo watersheds. One stream inspector checks flow rates at stations on six streams entering the reservoir and chlorinates from these stations, although the latter is being done less and less frequently; chlorination at the treatment plant is considered more effective and efficient.

Two inspectors are concerned with pollution in the watersheds, which involves checking septic tanks, waste water discharges into streams, plans for new industries, taking water samples for laboratory analysis, etc. As indicated in the first section of this chapter, the watersheds are fairly extensive, with both extending well into New York State. A significant problem we observed was that personnel responsible for watershed pollution control are not trained as water

pollution environmentalists nor do they have enforcement authority; the inspectors depend upon other North Jersey personnel for follow-through. Our feeling is that one pollution control inspector who understands the causes of pollution and possible preventive steps would be much more effective than the present arrangement. Comparison might be made to municipal building inspectors who must know construction principles, their building code, how to issue stop orders, etc.

We recommend the abolishment of two sanitary stream inspector positions in order to provide a more effective force:

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Sanitary Stream Inspector	\$10,178	\$1,791
1 Sanitary Stream Inspector	<u>10,950</u>	<u>1,927</u>
Savings:	\$21,128	\$3,718
Total Savings:		\$24,846*

At the other end of the Laboratory and Treatment Department's functions are the taking of water samples in the municipalities served and reporting the analyses of such samples. This is performed by the two sanitarians. North Jersey's job is to get water to municipalities -- once in the pipelines, municipalities are responsible for its quality and use. The sanitarians, therefore, provide a service to

* A summary of the savings for all departments that can be achieved through the recommended personnel changes appears at the end of the chapter on Fiscal Affairs.

the municipalities and simultaneously afford North Jersey a beginning-to-end monitoring of water quality.

ELECTRICAL. This, the smallest of North Jersey's departments with a master electrician and two assistant electrician pump operators, is responsible for the installation, operation and maintenance of all electrical equipment. An annual maintenance master chart of equipment is kept on a large board and broken down to monthly and weekly bases. The anticipated life span of electrical components is based on manufacturers' recommendations, plus prior experience.

In the past few years the Electrical Department has taken on increasing responsibilities, such as metering. This has occurred because the men are skilled, operations are becoming more technological, and, perhaps most important, the department has been willing to take on new, challenging tasks.

During the pumping season -- late summer -- the department is short-handed -- one electrician works at the Ramapo pumping station, another at the Wanaque pumps. Electricity, of course, and the maintenance of electrical equipment is vital to many North Jersey operations. And when the new filtration plant is completed, it is anticipated that it will require an electrician on each shift.

EQUIPMENT REPAIR and MACHINE SHOP. The department repairs and maintains all North Jersey gas and diesel-powered equipment, including 10 chain saws and a wood chipper, lawn mowers, vacuum sweepers, a power rake, brush cutters, tractors, 14 trucks, 18 cars, several trailers, boat engines, the generator's diesel engine and standby pump motors, a cement mixer, front-end loader, air compressor, overhead cranes, snow removal equipment. In all, some 113 pieces of equipment are maintained. Equipment is serviced if it breaks down at any time within the two watersheds and the aqueduct, including disabled police cars, and pumps at the Great Notch and Ramapo pumping stations.

The department has and operates a complete machine shop, including a welding capability, used by all North Jersey departments. Fences, for example, are fabricated in the machine shop; metals are welded and cut; and needed parts are made for equipment repair and other purposes.

Like the Electrical Department, there are relatively few employees in the Equipment Repair and Machine Shop; their job titles are arranged vertically, from a garage helper and assistant mechanic to a mechanic, chief mechanic and supervisor. It should be noted that the title of "mechanic" is a bit misleading -- skills required and tasks performed extend well beyond the range of what gas station mechanics do, as is indicated on each monthly activity report the department prepares.

MECHANICAL. Stated simply, the chief job of the Mechanical Department is to keep the water running down the pipe. This involves maintaining chlorine machinery, lime lines, valves, screens, pipes, pumps, boilers, turbines, and equipment at the balancing reservoir in Clifton. The department also takes daily precipitation and elevation readings.

A secondary function is to operate pumps at Ramapo and Wanaque. These pumps can be run anytime between October and May, depending upon the availability of water in the Ramapo River and the need for water in the Wanaque Reservoir.

One of the department's problems is that personnel lack the skills and are not being trained to carry out mechanical maintenance tasks. Because of this, concern has been expressed about the adequacy of maintenance, and some tasks have been shifted to other departments, notably the Electrical and the Equipment Repair and Machine Shop. The Commission's recent employment of a qualified pipefitter fills a critical gap in the Mechanical Department's capabilities.

Because of the skills required to perform adequate or better than adequate maintenance, and because pumping operations are infrequent resulting in "make-do" tasks, it is recommended that the following positions be abolished: one pump operator and one assistant pump operator (both of which are presently vacant).

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Pump Operators	\$10,020	\$1,764
1 Asst. Pump Operator	<u>7,400</u>	<u>1,303</u>
Savings:	\$17,420	\$3,067

We also recommend eliminating the assistant supervisor position, which is presently vacant, because the size of this unit does not justify an assistant supervisor.

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Asst. Supervisor, Mechanical	\$10,500	\$1,848
Total Savings, Mechanical Department:		\$32,835

UTILITY. During our interviews the department employed 39 men (four more than appears on the organization chart), or about 38 percent of North Jersey personnel, making it almost double the size of the second-largest department, Laboratory and Water Treatment. About two-thirds of Utility Department personnel are unskilled.

There are three sections within the department -- forestry, maintenance and crafts, and labor. Forestry personnel have a defined function and the men are always cleaning, clearing and planting. The section lends itself well to annual planning. Maintenance and crafts performs a variety of non-recurring tasks on North Jersey physical

facilities -- repairing and installing doors, building cabinets and desks, replacing broken windows and repairing locks, painting. (Pipes, however, are painted by the Mechanical Department personnel.)

The labor section is more ill-defined than the first two sections. A headworks crew maintains grounds; an aqueduct crew clears and cleans; backhoe operators plow and excavate, as needed; a fence crew maintains the fencing and gates around the reservoir. Personnel from this section also, however, provide unskilled labor to other departments, such as unloading lime and chlorine tanks, pouring bags of copper into the reservoir, digging ditches, washing cars, etc.

In fair weather the labor section also provides three boatmen who take guests of the Commission fishing in the reservoir. Not only do we call in question the practice of allowing a favored few to so utilize the reservoir, we find the assignment of employees (labor utilitymen) to serve as boatmen indefensible in terms of North Jersey functions and because it makes the Commission vulnerable. We recommend the cessation of using employees as boatmen, the abolition of two labor utilityman positions used for this purpose, and the reassignment of duties of the third position.

In general, the Utility Department supplies craft-skilled, semi-skilled, and unskilled labor to other departments.

It is looked upon as a source of labor; it responds to needs which it receives in the form of work orders. Except for routine maintenance tasks -- custodial services, grounds maintenance -- departmental activities hinge upon what is needed or planned elsewhere, what emergencies may arise. The department reacts, thus making it difficult to plan and keep men busy all the time.

A fairly close working relationship exists between the Utility and Mechanical Departments. Men are assigned to the other department from time to time; when emergencies arise, each calls upon the other for extra help. And other North Jersey departments call upon either or both Utility and Mechanical personnel for assistance. Although supervisors indicate there is no overlap in terms of work actually done by the two departments, in practice there is a flexibility between the two.

Recommended personnel reductions in the Utility Department, made for reasons of economy and efficiency, are as follows: one lead labor utility worker (presently vacant) and six labor utility workers (three of which are presently vacant).

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Lead Labor Utility Worker	\$ 9,322	\$1,641
1 Labor Utility Worker	7,200	1,267
1 Labor Utility Worker	7,991	1,406
1 Labor Utility Worker	8,470	1,491
1 Labor Utility Worker	8,563	1,507
1 Labor Utility Worker	9,869	1,737
1 Labor Utility Worker	<u>7,314</u>	<u>1,287</u>
Savings:	\$58,729	\$10,336
Total Savings:		\$69,065

Because the painter and assistant painter are not skilled trade painters and because a great deal of painting is done by th- Labor Utility unit, especially in the off-season, and by summer help during the peak season, it is recommended that the painter and assistant painter positions be abolished.

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Painter	\$ 9,964	\$1,754
1 Assistant Painter	<u>8,940</u>	<u>1,573</u>
Savings:	\$18,904	\$3,327
Total Savings:		\$22,231
Total Savings, Utility Department:		\$91,296

ENGINEERING. There is some question whether this is a department, a management section, or a support staff. Its functions have evolved to encompass all three:

1. Engineering specifications are prepared; contracts handled; flow records, metering and safety records maintained; work orders issued; technical assistance provided to other departments.
2. Management functions are carried out. For example, the engineer, Robert Weiland, exercises supervisory authority over the Utility, Electrical, Mechanical, and Equipment Repair and Machine Shop Departments. This authority is somewhat limited, however, to such things as issuing work orders and making field trips. He also works with outside agencies and municipalities.

The engineer, in short, has been carrying out some of the functions an assistant chief engineer would have performed in terms of managing and being responsible for operations, thus freeing Dean Noll to pursue areas of growth potential.

3. Both the engineer and the assistant engineer provide staff support to the chief engineer for new water supply projects. The assistant engineer works on special staff support projects on a full-time basis.

We do not mean to insist upon adherence to an organization chart. Personalities and work situations have a way of circumventing the best chart and forming an informal, but real, operational network. The problem occurs when, because of the organization chart, there is uncertainty about whom one is accountable to. With the exception of the Laboratory

and Water Treatment Plant Department, which is accountable directly to the chief engineer, North Jersey's operating departments do not follow the existing organization chart's lines of authority. In our discussions with department supervisors we detected some uncertainty about whom they report to -- the engineer, the chief engineer, an individual commissioner. We could add as well the comptroller/personnel officer.

Reporting to a commissioner, of course, is not even suggested on the organization chart. But department supervisors invariably identify with one of the Commission members, sending him copies of monthly reports, calling on personnel matters, etc. The supervisors, in practice, report to two bosses -- (1) their commissioner, and (2) the chief engineer, the engineer, or the comptroller/personnel officer. If the commissioners, the engineer, and the comptroller have such authority, the organization chart ought to so indicate. North Jersey needs a more clear-cut system of accountability.

Police

The police force operates as a department of the North Jersey District Water Supply Commission on a direct line of responsibility to the commissioners. The Police Department consists of 16 persons in the following titles:

- 1 Chief
- 1 Lieutenant
- 2 Sergeants
- 9 Patrolmen
- 3 Aqueduct Patrolmen

The responsibilities of the department are to:

- ¶ Maintain 24 hour coverage of the main gate for control of persons and vehicles entering and exiting the property.
- ¶ Maintain a log and issue permits for hunting and fishing on reservoir property.
- ¶ Patrol the boundaries of the reservoir to protect against trespassing.
- ¶ Make a physical inspection of eight buildings and six chlorine stations on each tour of duty.
- ¶ Gather information regarding damage done to reservoir property by automobiles on adjoining roads.
- ¶ Escort fishermen to designated reservoir fishing areas.
- ¶ Conduct tours of the property for visiting groups.

Estimates of annual workloads as determined by interview with the police chief are:

- ¶ 8,000 to 9,000 fishermen registered.
- ¶ 400 to 500 hunters registered.
- ¶ 25 to 30 conducted tours.
- ¶ Information collected on 40 to 50 automobile accidents.
- ¶ 50 to 60 citations and 300 warnings issued for trespassing.
- ¶ 15 to 20 small fires reported.

The department has four motor vehicles for patrolling -- three patrol cars and a four-wheel drive unit. Total miles travelled per year is between 80,000 and 90,000.

An adequate communications system exists that provides two channels of operation. One channel is for the department only and the other interconnects with area municipal police departments.

Except for aqueduct patrolmen and the chief, members of the department work rotating shifts for 24-hour coverage, seven days a week. Aqueduct patrolmen work a five-day-a-week schedule on a rotating basis for seven-day-a-week coverage. The size of the department is substantially the same as it was 20 years ago.

All officers are required by state law to attend a

basic police training program within 18 months of appointment. The program consists of an 11-week training session at either the Bergen County or Paterson Police Academy. At the time of the consultant's review, two members with more than 18 months of service had not completed the required training course.

Newly-appointed members receive on-the-job training. This training includes time spent in police headquarters learning office operation including communications systems, gate control and issuance of fishing and hunting passes. New appointees are also given firearms instruction by the lieutenant. Each new appointee is assigned to work with another officer for three months before he is allowed to function alone.

Turnover rates among patrolmen are high. None of the patrolmen has served more than three years. According to the chief, after training and getting some experience, patrolmen leave the force for higher paying positions in municipal police departments.

The major activity of the Police Department is attempting to keep unauthorized persons off reservoir property. This function is performed by patrolling the perimeter roads of the reservoir and entering the property at certain locations. All officers, except the chief, perform the patrol function. On patrol duty, the officers check each of the six chlorine stations and other Commission structures. At various check-

points, the officer reports in to headquarters by radio.

The aqueduct inspectors are responsible for patrolling the 21-mile aqueduct from Wanaque to Belleville. Their main duties are to check for building encroachments on the aqueduct property, prevent persons from dumping refuse, and prohibit motorcycling on the line. The inspectors use their own vehicles for patrol.

RECOMMENDATIONS. The department has been developed along the lines of a traditional police agency of a municipality. This is evidenced by its organizational structure, chain of command, training programs, uniforms, equipment and patrol vehicles. The consultant recommends that the security function of the Commission should be designed as a conservation or park ranger model rather than a municipal police department.

It is recommended that the existing Police Department be replaced by a park ranger unit. This unit should consist of a resident chief ranger and four full-time deputy rangers. The force should be augmented by seven additional rangers during June, July and August by charging the Summer Help Program, overtime appropriations, and turnover savings.

Consideration should be given to provide resident housing to the chief ranger. The existing house on Commission property in Wanaque could serve this purpose. With adequate telephone and radio communication, the resident chief ranger would be available at most times.

The patrolling of Commission property should change from the present system of patrolling circumference roads to patrol of interior property. Patrol of public roads in the reservoir area should be left to local police agencies in whose jurisdiction these roads are located. Patrol of these roads by the rangers should be limited to an occasional check of fences, signs and fishing areas.

The policing of the interior areas could be better accomplished by boat and all-terrain vehicles. It is recommended that the three patrol vehicles be replaced by four-wheel drive vehicles.

At the present time, the Police Department maintains 24-hour coverage of the main gate for control of persons and vehicles entering and exiting the property. It is recommended that the entrance to the property be closed at 5 p.m. weekdays and remain closed during weekends.

A major activity of the Police Department is the maintenance of a log and issuance of permits for hunting and fishing on Commission property. In addition, considerable time is spent accompanying fishermen to specific fishing areas. It is recommended that two or three public fishing areas be established along the public roads that adjoin the property. These areas should have designated parking areas and should be posted to the limits that persons are permitted to walk along

the banks. This change would eliminate the need to maintain logs and issue fishing permits. It is also recommended that hunting on Commission property be prohibited.

In line with changing from the traditional police force to the park ranger type system, it is recommended that the present police titles be abolished and substituted with one chief ranger and four rangers to provide 24-hour, 7-day coverage, as follows:

		<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1	Police Chief	\$17,434	\$3,068
1	Police Captain	15,343	2,700
1	Police Lieutenant	13,483	2,373
2	Police Sergeants	24,363	4,288
9	Police Officers (1 vacancy)	89,010	15,666
3	Aqueduct Patrol Officers	<u>29,880</u>	<u>5,259</u>
	Gross Savings:	\$189,513	\$33,354
	Total Gross Savings:		\$222,867
Added Cost:			
		<u>Salary</u>	<u>Fringe Benefits</u>
1	Chief Ranger	\$11,466	\$2,018
4	Rangers	<u>40,408</u>	<u>7,112</u>
	Cost:	\$51,874	\$9,130
	Total Cost:		\$61,004
	Total Net Savings, Police Department:		\$161,863

Summer Help Program

In 1975 the Commission employed 78 youths in its summer help program. This year 48 youths were employed. Commenting on the summer of 1975, supervisors felt (1) there was some good to the program; (2) too many youths were employed to maintain adequate control; and (3) hiring could be more selective. It appears that the Commission is moving in the right direction.

In spite of disenchantment with the program in general, most supervisors thought the youths assigned to their particular departments were satisfactory and enabled the departments to do tasks which would not normally be done. These tasks were mainly in the clean-up category. Departments were assigned from a few to four or five summer helpers; well over half were in the Utility Department, which supervises the program. It is here, apparently, where the large number of youths pose control problems, along with the task of keeping the youths busy.

There are any number of reasons to justify -- or not justify -- the summer help program. Aside from socio-economic and helping-get-kids-off-the-street reasons -- and we do not mean to disparage such reasons -- here are approaches the Commission might consider to make the program more positive, less of a headache:

- ¶ Reduce to 20 the number of youths employed, which will substantially reduce control and "idle time" problems while cutting expenditures by 50 percent.
- ¶ Look at the program as an internship -- a learning experience for youths -- rather than a summer employment program. Match participants to departmental needs. North Jersey has a good range of opportunities youths may be considering, or planning, for their careers -- equipment maintenance and repair; engineering and electrical work; forestry and conservation; finance and administration; crafts and mechanical work; hydrology and hydraulics; pollution control and water quality.
- ¶ Develop a fair selection process and invite interested youths to apply.
- ¶ Give participating youths meaningful work to do, under supervision. Avoid make-work. Organize, perhaps, an association of youths who have completed the program to maintain ties.
- ¶ Acquaint youths with the importance of water supply and North Jersey's role, both of which school systems generally ignore.
- ¶ Shift responsibility for running the program from the Utility Department supervisor (where it is and should be now) to the personnel officer. Otherwise, the program will continue to be perceived as little more than a summer labor supply source.

Staff or Contractual Services

We have no doubt that multi-skilled personnel have saved North Jersey much money by obviating the need for outside contractual services. Many tasks previously contracted out are now being done in-house -- arc welding, checking oil burners, remodeling offices, repairing equipment, electrical and masonry work, etc. Louis Longo, Utility Department supervisor, remembers the time when nearly everything was contracted out except routine maintenance.

In addition to apparent cost savings, there are a number of hidden factors and costs to consider. These include lag time in getting a job done; slower response in emergency situations; the preparation of specifications and awarding of contracts; the heightened possibility of favoritism or politics in contract awards; in some types of work, the daily inspection costs of work performed by contractors, such as making sure that the pointing up of stone work is three inches deep.

There are, to be sure, limitations. For example, there is a limit to equipment part fabrication performed by the Equipment Repair and Machine Shop Department. Contract services will remain the desirable option in highly technological areas, such as design and construction of the new filtration plant; those instances where specialized skills and equipment are needed, such as major repairs to the payloaders;

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and, when objective, outside viewpoints are needed, as in periodic inspection of critical machinery and equipment. Hiring enough specialists to cover every need North Jersey has, or will have, would not make sense, let alone being inefficient. An attempt to make North Jersey entirely self-contained in terms of manpower and equipment-power is recognized by the Commission as being next to impossible, a goal not worth pursuing.

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The point of this section is to suggest that the Commission, in developing budgets, weigh the costs of employing personnel to gain in-house capabilities against the costs -- along with hidden factors -- of using contractual services. Just as the zero-budgeting technique calls for the justification of expenditures, so the Commission should look carefully at its budget items -- particularly the establishment of new personnel positions -- to ascertain the most effective and efficient way of performing tasks. We suggest, for example, that the Commission ask management personnel to prepare comparative cost and benefit statements for any new position, thus giving commissioners a basis upon which to act.

Growth Potential

The organization chart clearly shows that nearly all North Jersey employees are engaged in one or another kind of day-to-day operational tasks. Yet very few management and supervisory personnel consider North Jersey a static operating organization. The prevailing view is that North Jersey has "considerable" or "a great deal" of growth potential in terms of the acquisition of new water supplies. It is generally recognized that new supplies are critical for the public interest, and North Jersey can play a significant role in developing such supplies.

North Jersey, of course, is both an operating organization and one concerned with growth. But in terms of personnel deployment, the emphasis is heavily, almost exclusively, on the former.

Dean Noll's focus is on growth. But being chief engineer, and the Commission not having designated an assistant chief engineer in charge of operations as is indicated on the organization chart, means that Noll must spend part of his time on operational matters.

Robert Weiland, Joseph Foley, Roscoe Jennings, Theodore Roberto and others support Noll on technical and research and development efforts. The support, however, is

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borrowed support for the most part because these men are primarily employed to carry out operational responsibilities. And there are a number of areas where Noll receives little staff support, such as public information and government relations. In the latter case, this is understandable for Noll often represents North Jersey; all reports go out under his signature; he has earned stature as a leader in the water supply field through his work at North Jersey, his membership on such organizations as the Northeast Water Advisory Committee, etc. But outside, growth-related activities have become too complex for one person to handle. Indeed, the single most glaring need we observed was for full-time staff support to help develop new water supplies, the issue we regard as North Jersey's most important challenge. Here are a few specific areas where we believe support is necessary:

- ¶ Grantsmanship is needed at North Jersey. The only federal funds received in recent years was in 1961 when the Federal Housing and Home Finance Agency financed a study of the Round Valley-Spruce Run project. The Commission served as a conduit for this study, with an outside firm actually doing the work.
- ¶ Public information could be improved. Better public information would be a great help not only in the conventional sense of improving and maintaining the image of North Jersey, but in terms of enabling North Jersey to carry out its tasks in such areas as pollution control, water conservation when conditions warrant, and the development of new water supply.

- ¶ Help is needed to prepare written materials. This could include annual reports (discussed later in this chapter), statements for the Water Policy and Supply Council, non-technical areas of development projects.
- ¶ Given the growing role of the state in water supply, the increasingly scarce sources of water, and the necessity to deal with a growing body of legal concerns, such as environmental issues, we recommend that the Commission give attention to ensuring adequate and consistently available legal input for staff support purposes.

We recommend the employment of an administrative assistant to provide staff support in these and related areas. The assistant should be a generalist capable of writing, doing research, etc., in such fields as economics, statistics, state and local government, and other social sciences.

Added Cost:

	<u>Salary</u>	<u>Benefits</u>
1 Administrative Assistant	\$20,002	\$3,520
Total Cost:		\$23,522

When specialized staff support studies or work may be needed in managerial, scientific or highly technical areas, it is suggested that the Commission retain qualified consultants on an as-needed basis.

Preventive Maintenance

Trenton experienced a severe water crisis in early September, 1975. A report on that crisis was released in May, 1976*; the report deserves to be read by the Commission and all top North Jersey employees. The reading itself would be a form of preventive maintenance, an alerting of North Jersey personnel to what can happen in a water delivery system and suggestions to prevent such occurrences. The report, on page 27, summarized indirect causes of the failure at the Trenton Water Filtration Plant as follows:

"Indirect factors which were involved were insufficient training of operators, absence of emergency plans, lack of proper maintenance at the plant, insufficient funds for maintenance and training, and the lack of understanding at all levels of supervision and management in the City of Trenton, of the factors essential to the efficient operation of a water utility."

In this section we discuss maintenance at North Jersey. The section which follows considers emergency plans, and elsewhere we consider several of the other factors noted.

First, and to the Commission's credit, it appears to us that maintenance and rehabilitation at North Jersey has not been deferred; indeed, in many cases facilities are being upgraded. We add, however, that this is not a technical

* New Jersey Department of Environmental Protection, *Report on the Trenton Water Crisis*, (Trenton: The Department, May, 1976).

report on maintenance and the condition of equipment, the assessment of which is beyond our expertise.

Maintenance has been deferred, or unskilled maintenance performed, to the extent that skilled personnel have not been employed in certain jobs. The Mechanical Department's lack of a qualified pipefitter, until recently, is an example of this.

Second, North Jersey has no overall preventive maintenance program. Maintenance is split among the various departments, and it is split in some cases on the basis of who the supervisor is and the skills of departmental personnel. Thus, one would think that the Mechanical Department would carry out much of the preventive maintenance functions. But in practice other departments carry out what appears to be an increasing share of maintenance functions, especially the Electrical and the Equipment Repair and Machine Shop Departments.

The lines are fine between who is responsible for what. Although distinctions may be clear to North Jersey personnel, they are not all that clear to us. We are not clear, for example, about whose responsibility it is to inspect, recondition, overhaul, and eventually replace pumps.

Those we interviewed were not sure that one preventive maintenance program would be useful, their major concern

being the dissimilarity between, say, fence repairing and water treatment plant maintenance. The advantages we see are these:

- ¶ One program would pull together all departmental maintenance schedules and give management a better perception of maintenance effort.
- ¶ Overlap could be identified, along with gaps and areas that need strengthening.
- ¶ Maintenance and upgrading priorities could be established from those functions critical to the system to those that are mostly cosmetic.
- ¶ Responsibilities for maintenance would be made clear.
- ¶ Supervisors could be asked to submit periodic reports certifying the completion of maintenance tasks.

We are not suggesting here the development, from scratch, of a lengthy, overwhelming document. A number of departments already have preventive maintenance schedules. The Equipment Repair and Machine Shop, for example, uses a 6,000-mile spread to service vehicles; air compressors are checked on the basis of the hours of their operation; the Electrical Department prepares weekly reports of maintenance checklist items; and so on.

It is interesting to note that the operating departments of North Jersey are really maintenance departments. This is clearly reflected in the monthly reports departments submit. Nearly everything the Equipment Repair and Machine

Shop Department does is maintenance work. Except for that time of the year when pumping is conducted, the Mechanical Department engages full-time in maintenance work. Much of the Electrical Department's work involves maintenance of electrical equipment. The Utility Department carries out maintenance tasks in a variety of areas -- forestry and grounds maintenance; physical facility maintenance; aqueduct, fence, and balancing reservoir maintenance. (If the definition is broadly interpreted to mean pollution control and the maintenance of acceptable water quality, then the Laboratory and Water Treatment Plant Department does nothing but maintenance work.) To a very large extent, therefore, the term "operations" at North Jersey means maintenance.

This signifies a recognition by the Commission of the vital role of maintenance in water supply. When we add the work "preventive," however, we step beyond routine checks and give maintenance a new dimension, one which implies looking ahead, planning. In an organization like North Jersey "preventive" also means the avoidance of breakdowns which may interrupt water delivery. And, the concept of preventive maintenance has developed to mean dollar savings in the long run. With some exceptions, it is this dimension -- preventive -- which seems to be missing at North Jersey, or at least has not been articulated to our knowledge.

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We recommend that the Commission redirect North Jersey's already considerable maintenance activities into a preventive maintenance program to ensure the quality and quantity of water delivered, and to do so as efficiently as possible. This will lead to such things as the presentation before the Commission of policy alternatives with cost implications, like whether or not replacement of equipment is needed this year and how inflation is likely to affect the price if purchasing is deferred.

Emergency Plans

A number of safeguards have been built into the Wanaque system. There are several balancing reservoirs, for example. There are interconnections with other systems, as indicated on the map earlier in this chapter. If all the pumps break down at Wanaque, water will still flow -- unless the reservoir is very low -- because the system is gravity-oriented.

Here are conditions*, however, that we observed which, in our non-technical capacity, we suggest deserve attention:

¶ There are no formal written agreements with

* A number of these conditions also existed in Trenton before its water crisis.

neighboring water companies for the pooling of resources.* Although there is an understanding between the companies, written agreements would be useful.

- ¶ North Jersey has no emergency plans in writing. Operators have telephone numbers of personnel to contact, but there are divergencies between departments. Lists are available of outside technical and construction services to restore service. We recommend that emergency plans be developed for such things as aqueduct rupture, interconnections, power failure, emergency storage, treatment plant breakdown, pump failure at Wanauque and, especially, Ramapo. We recommend the development of such plans along with a clear identification of chain of command and an indication of what situations warrant the notification of commissioners.
- ¶ North Jersey has no operating manual although procedures are posted in various building. Dean Noll said such a manual is needed. Part of the contract for the new filtration plant includes the preparation of an operating manual for the new facility and associated pumping stations. When such a manual is available may be a problem, along with the still-existing need for operating procedures in other North Jersey activities.
- ¶ Name plates giving functions and operating instructions are not posted near such equipment as valves, pumps, switches, supply lines, etc. Some name plates are used, but more, and more detailed, plates are needed to guide personnel in the event of an emergency and, particularly, if the personnel are new and relatively inexperienced.
- ¶ We are unaware of any North Jersey policy on when to declare a state of emergency. Trenton had no policy either; an emergency was declared only a few hours before the reservoir went dry. Users had no warning to cut back consumption.

* Never have we used "pooling" so appropriately.

¶ North Jersey does not retain outside consultants to assess (1) operating and maintenance practices; (2) the condition of critical equipment, like the twin mains, the large outlet pipe from the reservoir, valves and controls, etc.; and (3) system design in light of contemporary water supply technology addressed to reliability, obsolescence, etc. Some of these areas are inspected on an infrequent basis by the Department of Environmental Protection. We believe it would be in the best interests of North Jersey to retain such consultants periodically.

Planning

Most North Jersey departments do not plan ahead. Tasks are routine in many cases; personnel, most of whom have been North Jersey employees for a number of years, go about their work on a day-to-day basis. In departments like Utility and Mechanical, work orders are issued to employees every morning; many of the orders are the result of requests from other departments. The closest thing to planning is carrying out maintenance tasks from annual check lists of things to do.

Supervisors play no role in developing departmental budgets; indeed, most supervisors are unaware of what their budgets are. We found, in all departments, input to be limited to requesting particular line items, such as the purchase of a new truck or a piece of laboratory equipment. In these instances the requests are usually met.

Nearly all supervisors reported no immediate need

for additional personnel. Most doubted, however, that any of their department's presently filled positions could be reasonably eliminated. But a recurrent problem expressed by the supervisors was giving men enough work to do, particularly during lag times.

There is little sense of long-term personnel needs. The only exception to this centers on personnel needs of the new treatment plant where it is believed some additional, and probably highly skilled, employees will be needed. This is expected to affect the Laboratory and Water Treatment, Electrical, and Mechanical Departments. Even here, however, there is uncertainty about the number and kinds of personnel that may be needed. In short, North Jersey has not -- and perhaps is not in a position to at this time -- planned for personnel needs at the new plant.

We conclude that North Jersey does not use planning as a management and supervisory tool. Supervision tends to be of the day-to-day kind -- making field trips, issuing work orders, controlling personnel and making sure they are (1) doing their jobs and (2), keeping busy. At the same time, however, supervisors indicated a desire to plan. All but one supervisor, for example, would like to participate in developing budgets for their departments. One problem is that supervisors have come up through their respective trades

rather than as, say, management trainees; it is understandable that supervisors need assistance in such things as planning.

Based on what we have discussed in previous sections, we recommend a greater involvement of management and supervisory personnel in planning activities, such as:

- ¶ Budget and multi-year operating and capital budgeting in which projections are made for the coming year or years to the extent that such budgeting is feasible (see Fiscal Affairs chapter).
- ¶ Annual review of personnel to determine needs and ascertain if more employees are on the job than are needed. (If supervisors spend an inordinat amount of time trying to keep men busy, that suggests rather strongly that perhaps there are too many employees.)
- ¶ The development of multi-year preventive maintenance programs to reflect full maintenance and replacement needs and allow for the strengthening of the system over a reasonable period of time.

If the Commission itself begins to utilize the above, and if it calls upon management and supervision to participate, then the conditions are right for management-by-objectives and other management approaches. Which is to say that management-by-objectives requires a commitment to look ahead, to plan for the future. The process of looking ahead is more challenging and difficult than dealing with routine operational matters. It is also the only way North Jersey can control its future and act in the best, most efficient long-term interests of

its municipalities.

In the chapter on Personnel Management we suggest an employee appraisal system which involves a form of management-by-objectives. Here, however, we are not concerned with the performance of individuals; rather, the focus is upon, in order:

1. Organization objectives.
2. Departmental objectives.
3. Objectives of units within departments.

What we are suggesting, in short, is that North Jersey articulate objectives and supporting objectives, and do so in a fashion that links the organization's subgroups into a mutually supporting framework for improved, efficient performance. We make this suggestion because departments now generally lack objectives. Functions are not the same as objectives. The latter may involve targets, a specified time period to complete a task, the quality of performance, something that can be measured in some way.

Objective-setting simply may not work in some departments. If the process becomes too cumbersome or if there is nothing, in fact, to plan for, objectives can become less a management tool than so much extra baggage. Therefore, although we think objectives are needed and will

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be useful, they should not be forced or made Commission-wide requirements. A pragmatic approach is recommended based on functions performed and the receptivity of supervisory personnel to the process. It may well be, for example, that supervisors will become eager to try the process after it has been successfully tried in other departments or units.

Reports and Records

The Laboratory and Water Treatment Plant Department maintains more records than any other department. Monthly reports are prepared for the Commission, the Department of Environmental Protection, and member municipalities. Municipalities also receive quarterly reports.

To compile the data required, daily readings are taken for a range of information, from rainfall, reservoir elevation, gallons treated, and pounds of additives used to odor, turbidity, color, bacteria, coliforms, and microscopic organisms. The department is required to maintain records for previous years for comparative purposes. Theodore Roberto, supervisor, believes the record-keeping is effective; if anything, it requires too much paperwork.

He believes, however, that there are better ways of getting information than the ways presently utilized to enable the department to anticipate water quantity and quality. The manual methods of gauging stream flow around the reservoir, for example, might be better done if an automatic system were employed; improvement is needed in measuring the quality of water throughout both watersheds. The planning system of the Laboratory and Water Treatment Plant Department depends a great deal upon water quantity and quality anticipation.

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Data generated by the department and complementary data by Engineering form the backbone of the Commission's information system.

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ACTIVITY REPORTS. In other departments, supervisors maintain log books in which they record activities performed. On the basis of these logs, supervisors or assistant supervisors prepare monthly reports addressed to their respective supervisors. These are essentially activity reports. In reviewing a series of these we observed that they were direct and succinct. They tended also to be repetitious from one month to the next; outstanding service was not mentioned, nor were problems encountered; there was no comparative data from previous months or years*; the number of departmental employees was not noted; and, projections or suggestions for the future were not made.

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Record keeping within departments is generally adequate. Aside from Laboratory and Water Treatment, the Equipment Repair and Machine Shop Department seems to have the most comprehensive set of records, which revolves around the equipment it services. In several departments, however, record keeping is perfunctory, intended mainly to provide information

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* Government gives us comparative data for innumerable things, like crime, traffic accidents, housing starts, unemployment, economic indicators, etc. This is the only way we can understand the significance of numbers, rates and percentages.

for the compilation of monthly activity reports, and could be improved. In these cases the fault is partly because of the nature of the department's work, and partly because of management. That is, supervisors are not sure what records should be kept.

We turn again to the monthly activity reports and suggest that they be expanded to serve as the basis for North Jersey's management information system. We suggest the adoption of a standard format to include sections on:

1. Budgeted employees
Actual employees
2. Equipment and materials purchased
3. Activities performed, with comparative data as appropriate
Special projects
4. Outstanding service or achievement
5. Problems encountered
6. Progress in meeting objectives
7. Plans and projections for next month

Most activity reports now are one or two pages in length. We are not proposing extensive narrative reports here -- the above information could be accommodated on two pages.

We suggest further that a monthly set of these reports be distributed, in addition to the Commission, to

department supervisors. The reports can then serve as a basis for monthly staff meetings, which are held infrequently now. Except for a reportedly active grapevine, inter-departmental communication appears to be limited.

ANNUAL REPORTS. Lastly, we recommend that the Commission prepare annual reports, a practice discontinued many years ago. Information from the monthly activity reports can be used, along with financial data and the water supply and quality data already available from the Engineering and Laboratory and Water Treatment Plant Departments. Consumption, budget, pollution control efforts and employment trends can be shown. Significant commission policies and new projects can be discussed. Commissioners and top staff could be identified.

In reviewing the literature on water supply in Northeastern New Jersey, we learned that Wanaque's water quality is quite good compared, say, to Passaic River water quality. But the data and reports we reviewed at North Jersey gave us -- laymen in this area, to be sure -- no idea whether North Jersey's water quality is good, bad, average, improving, or what. This is the kind of information an annual report can explain and document.

Each annual report could have a special chapter or section focussing on one subject, perhaps carrying the byline of its author. Here are examples: what Two Bridges will mean;

how to control algae in lakes and ponds; safeguards in North Jersey's system; how to stop leaks in municipal lines; fishing in the reservoir; how the new filtration plant will affect water quality; what pollutes water; successful municipal water conservation practices; what the air compressors do at Wanaque; functions of the balancing reservoirs; interconnections for emergencies; why the forestry section is removing diseased pines. That's enough for 12 years.

A slick, glossy report with color photographs is not suggested. Member municipalities might well object to such a document. Annual reports need be no fancier than the report you are reading now; indeed, the reports of some state agencies are mimeographed. The aim should be to inform and enlighten, not sell.

In a broad context, the report is the last step in the management information system. We say this because the annual report will be of use to North Jersey itself. This is apparent in some of the purposes suggested below:

- ¶ Commissioners will be able to use the annual report as a handy reference for basic, prior-year performance.
- ¶ Management and supervision can use the report for planning and development, target-setting, comparative, and orientation purposes.
- ¶ Employees will be better able to understand their roles by seeing an overall picture of North Jersey's dimensions and impact.

- ¶ Officials of member municipalities will gain a clearer understanding of North Jersey functions and a renewed recognition of their opportunities for input and water control through the user-owner relationship.
- ¶ Communities in the Wanaque and Ramapo watersheds will learn what North Jersey is and does, why pollution control is important, how water quality in watershed lakes and streams can be improved, etc.
- ¶ State officials and the public will have a source to find out what the North Jersey District Water Supply Commission does. At the present time, for example, the New Jersey State Library has very little information about North Jersey -- there are reports up to 1947, miscellaneous newspaper clippings filed under "Water Supply," and reference to the Commission in various water supply studies.

Without belaboring the point, an annual report would have multiple uses. It would serve North Jersey itself, and provide a way whereby the leadership and experience it has earned in water supply could be more broadly shared.

Equipment and Supply Control

Supervisors said that controlling equipment was not a major problem. First, some of the equipment is stationary, like the lathes and milling machines at the Equipment Repair and Machine Shop and the Electrical Department's two substations (transformers). Second, individuals would have little use for some of the specialized equipment, like the new \$15,000 analyzer in the laboratory. And third, some of

the equipment is large, conspicuous and would be missed quickly, like the Utility Department's payloader, two tractors, jack hammer, two dump trucks, and two vans for transporting men to work sites.

All departments have or use smaller pieces of equipment and a variety of hand tools -- barwell wrenches, generators, water pumps, taps, drills, grounding stakes, rakes, brooms, shovels, pliers, screwdrivers, paint brushes, chain saws, etc. Control of this equipment, particularly hand tools, could be improved. The Utility Department supervisor said that "some equipment 'gets lost,' but not too much." Several other supervisors indicated that control could be better.

Roscoe Jennings, Electrical Department supervisor, insists on keeping his tools under lock and key in the Utility Department; only men in his department have keys. We agree with, and recommend to the Commission, a suggestion he made: store and dispense tools and equipment for all departments* in a tool crib at the Utility Department controlled by an attendant. Employees using tools would check them out and be responsible for them. The department already has a store-room attendant, so no additional personnel would be needed.

* It would be impractical, however, to include the Equipment Repair and Machine Shop.

In effect, this proposes a centralization of equipment control. A better inventory could be maintained and records kept of equipment whereabouts, loss, and replacement. Such records are not maintained now to our knowledge. The centralization would also, of course, help the Commission economize by avoiding the need to purchase multiple sets of commonly used equipment and tools.

A related, but perhaps more significant, matter is the control of supplies. More paint, for example, may be being purchased than is actually used; there may be a loss of such items as fertilizer, grass seed, light bulbs, plants, hardware, glue, etc. These are the kind of supplies, of course, that can be used around homes and whose loss is hard to detect.

We see no reason why the tool crib attendant could not also control and record the dispensing of supplies, except for such things as large shipments of chemicals for the treatment plant. However, we acknowledge that airtight control of supplies is difficult. Pipes, structures or fences may take seven gallons of paint, say, but a somewhat thinner coat or a diluted mixture may do the job in perhaps four gallons; a change of setting on the fertilizer spreader can considerably reduce the quantity used.

One approach is to follow manufacturers' recommendations and issue only enough supplies to meet those recommendations. In some areas this might be useful. It will not work in other areas, however, because pre-determining the surface area to be painted, for example, cannot be done easily (pipes, fences) and may be affected by the condition of the surface. A few areas could be more effectively controlled, like issuing a new light bulb only when a burned-out bulb is turned in.

An approach we suggest is for supervisory personnel to develop supply utilization standards for major tasks. Thus, the head groundskeeper could determine how much fertilizer is needed to cover the headworks area, or a particular part of it; the standard would be given to the attendant as a guide for subsequent fertilizer dispersal.

We do not mean to make too much of either equipment or supply control. At the present time there is no real evidence, at least that we have seen, that losses in these areas are of significant magnitude. An elaborate control system does not seem justified -- time and effort would be called for, and all employees would be suspect. This would do little to build confidence and counteract low morale.

The first task is to centralize equipment and supply control for reasons of economy and improved record

keeping; this should pose little problem. The second task is to ascertain the extent of losses; North Jersey has no records or measures to do this now. And the third task is to institute controls in vulnerable areas.

New Opportunities

In considering the functions of North Jersey, a number of ideas occurred, or were suggested, to us. We discuss them here for the Commission's consideration:

1. The 21-mile aqueduct is 80 to 100 feet wide. Portions of it are already being used by motor scooters, mopeds, etc. One section has been leased to an individual who has been intending to use aqueduct space for car parking; the Commission is realizing some income from the lease, although parking has not materialized.

As every commissioner knows, Northeastern New Jersey has a high population density and extensively developed land. The aqueduct is a relatively clear path that cuts through the Northeastern region. Why not use it for a bikeway? Federal and state funds have been available periodically in recent years for bikeway construction. Few resources could match the aqueduct in terms of length, location, protection from motor vehicles, etc. And bikeways are only eight to ten feet wide, which means there would be no interference with aqueduct functions.

Dean Noll said the Commission did consider at one time the aqueduct for bikeway use. We suggest a reconsideration in view of the availability of construction funds and the region's recreational needs.

2. With limited and controlled exceptions, Wanaque still remains closed to the public. In a resource-scarce state we see no justification for this. The idea that people will contaminate a reservoir has been discarded for many years now, with the result that reservoirs all over the country are providing a double function by offering a spectrum of recreational uses. The state-operated Spruce Run Reservoir is filled every summer weekend with sailboats, swimmers, picknickers and fishermen. State environmental officials believe contamination is infinitesimal when reservoirs are used for public recreation. (See the Newark Sunday Star-Ledger, September 19, 1976, Section 3, page 1.)

The argument to maintain water purity will vanish when the new treatment plant is built -- the plant will be able to control whatever recreation-derived contaminants are in the water.

Some have suggested that the Wanaque Reservoir is in an area where there are many lakes. Most of these lakes, however, are private and inaccessible to the public.

Litter has been named as a major reason for keeping people out. A weak reason, we think. In our experience we noticed little litter at Spruce Run -- give people trash receptacles and they will be used.

The tax issue is the only legitimate rationale we know of for keeping Wanaque closed. Our understanding is that the reservoir is taxed as undeveloped real estate under the Water Lands Tax Act of 1913. The State Assembly's Committee on Taxation is presently considering several amendments to the act which would affect real estate taxes received by municipalities when reservoirs are opened to public recreation. One amendment is designed to encourage reservoir use by reducing to 20 percent taxes imposed when reservoirs are opened; another amendment would compensate municipalities by requiring the state to reimburse them when lands are used for public recreation.

Regardless of what the Commission thinks about our suggestion to open Wanaque, the public's growing recreational needs, the new treatment plant, and state policy will combine to bring increasing pressure on North Jersey to open the reservoir. We suggest that the Commission recognize these pressures and, instead of resisting, begin planning. Find out how other reservoirs handle recreation, development and maintenance costs, how recreation activities can be phased

in and the fee structures established to make them self-sustaining, what activities are most suitable for Wanaque.

3. Publish a newsletter from time to time for municipal and state officials and other interested persons. The purposes would include providing information on water supply and quality issues, acquainting readers with North Jersey activities, and improving the perception outsiders have of North Jersey.

4. Designate one room, in the administration building if possible, as a library for use by all personnel. Instead of taking out three or four subscriptions to the same water supply technology periodical, take out one subscription and add subscriptions to periodicals on, for example, management, personnel, and public administration. Collect technical and reference books (except those used regularly) from the various departments; add literature and reference works as may be needed covering technical areas as well as supervisory techniques, social science and management texts, government studies, etc. Add also materials dealing with North Jersey history and activities.

5. To promote goodwill and serve Wanaque and Ramapo watershed communities, invite officials from lake communities, sewage treatment plants, etc., to take water samples and bring them to North Jersey's laboratory for analysis. Analyses take

little time and cost 18 cents per test. This is done now on a limited basis and as a courtesy. The suggestion here to expand the service is, in effect, a positive approach to North Jersey's pollution control function.

This can be extended to such things as holding training sessions at North Jersey to explain how lakes can be treated for algae, how bacteriological samples can be taken, etc. In short, North Jersey could consider pollution control a continuing educational process rather than one focussing on enforcement.

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Recommended Organization Chart

How subgroups in an organization are linked is important to (1) enhance communications; (2) promote efficiency and economy; (3) establish a system of accountability; and (4), carry out disparate or closely related functions. The changes recommended in the accompanying chart are designed to facilitate meeting these ends. Within each department major functions are listed rather than job titles. The number of present budgeted positions is given, below which is the proposed number. Major changes are these:

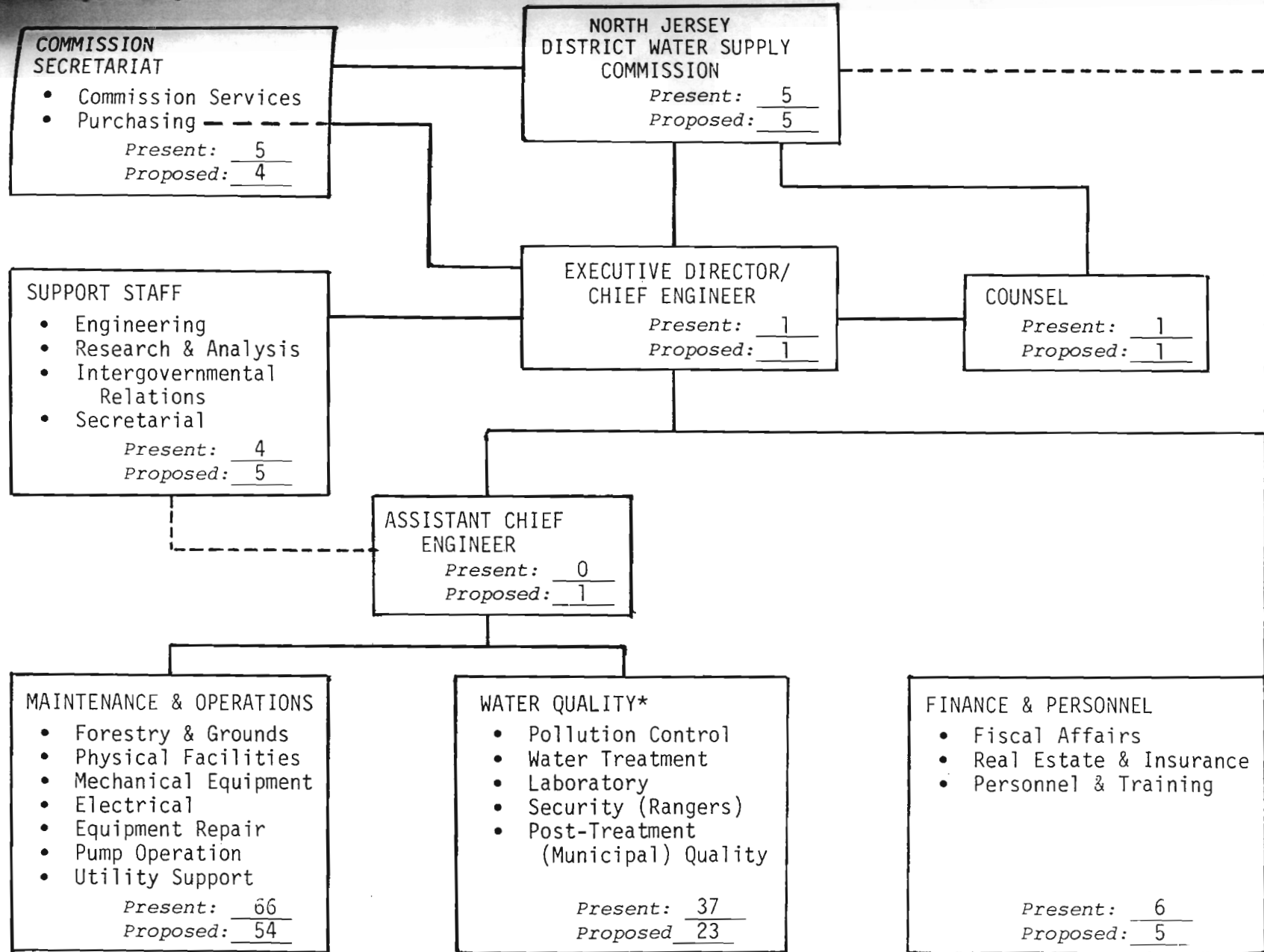
- ¶ Reclassification of the chief engineer position to executive director/chief engineer position.
- ¶ Reestablishment of the assistant chief engineer position.
- ¶ Elimination of the Police Department.
- ¶ Making Finance and Personnel a line department.
- ¶ Working toward consolidation of the Utility, Electrical, Mechanical, and Equipment Repair and Machine Shop Departments into one Maintenance and Operations Department.

Regardless of how the operating departments are arranged or combined, it would be eminently useful to have one person to whom all supervisors report. This would promote coordination and free the executive director/chief engineer from dealing with many routine operational matters. In 1976 the Commission budgeted for half a year, but did not fill, the

NORTH JERSEY
DISTRICT WATER SUPPLY
COMMISSION
Present. 5

COMMISSION
SECRETARIAT

Proposed Organization Chart



77

* Includes Police Department

Present Budgeted Total: 125
Proposed Total: 80

position of assistant chief engineer with supervisory authority over four departments. We recommend the reestablishment of this post under the same title or, perhaps, as operations chief.

	<u>Salary</u>	<u>Fringe Benefits</u>
1 Assistant Chief Engineer	\$19,000	\$3,344
Total Added Cost:		\$22,344

A careful comparison of the present to the proposed chart will reveal, we think, that the reorganization appears more drastic than it actually is. It is the last change noted above which particularly requires discussion.

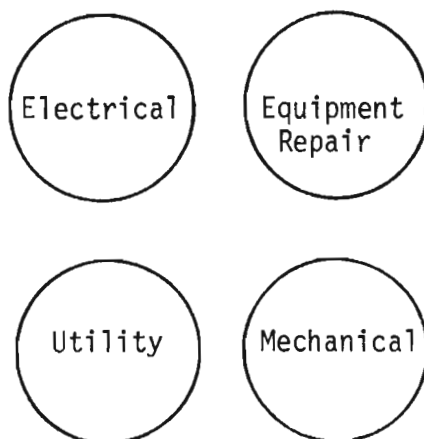
We do not look upon the last change as a downgrading of departments. Rather, we are recommending it to enhance coordination, make it less difficult to develop one preventive program, and provide greater flexibility to deploy personnel as needed within the department. As discussed earlier, each of the present four departments are engaged primarily in maintenance of one kind or another. The only operational functions appear to be pump operation, which is infrequently needed, and the operation of electrical equipment, which centers largely on pump operation. For these reasons we believe North Jersey operations are, in large measure, maintenance operations.

We want to make it clear that we are not recommending for immediate implementation the consolidation of

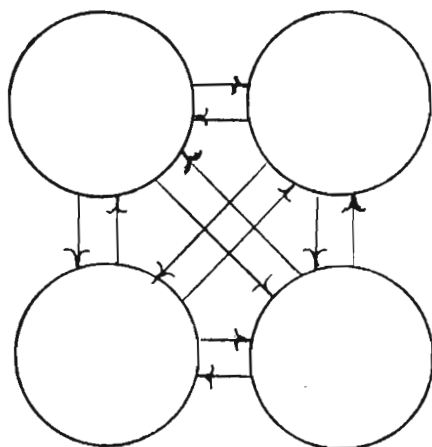
the four departments into one Maintenance and Operations Department. Aside from those personnel changes previously discussed, we are not suggesting changes in the existing supervisory structures. That would cause more chaos than the reorganization would cure.

We suggest that North Jersey consider the consolidation as a working concept, something towards which the organization can move. Instead of spreading out the four departments across a long horizontal line, as at present, we suggest a four-step process over a period of time, with the first three being processes of perception rather than execution:

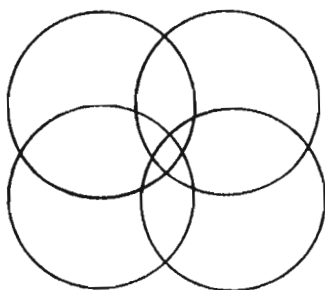
1. Recognize the similarity of functions and group the departments together --



2. Identify functional interactions and mutual support between the departments --

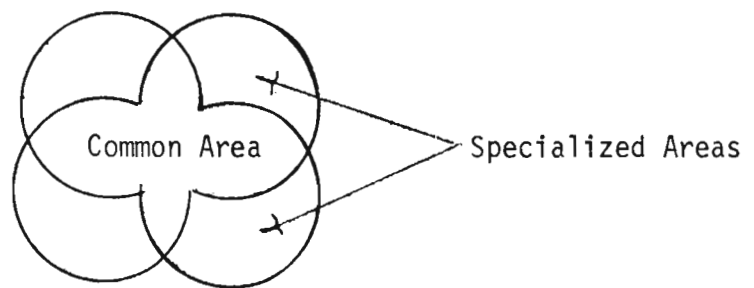


-- and view this, to the extent it exists,
in terms of pulling the circles together --



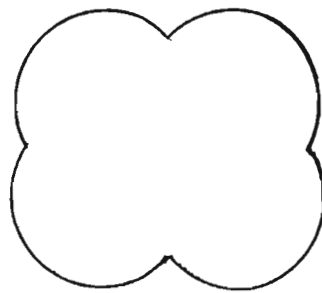
3. Eliminate those lines which intersect more than one circle --

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-- and areas of commonality are identified while specialized areas are retained. (We readily acknowledge that these functional interceptions may not be so symmetrical that a flower is formed.)

4. If all intersecting lines are eliminated, the result is one department:



Perhaps one of the present departments does not relate that closely to the others. Perhaps there are compelling reasons to maintain separate departments, reasons that go beyond economy and efficiency, mutual support and similarity of functions performed.

The dynamics of any organization depends upon a host of factors, including personalities and style of management, which change as an organization changes. Beneath what appears to give the impression that North Jersey is in some respects a static organization, change is being wrought by technological advances, the new role of the state in water supply, increasing consumption demands, economic factors, the advent of labor union contracts, the ever increasing complexity of the water purveyor network, and so on. And as we have noted earlier, North Jersey has changed over the years to the point now that its personnel have a much broader capability to carry out both routine and sophisticated maintenance tasks.

Harvey Sherman wrote a delightful book* on organizing. Reorganization will not solve all problems, he noted, and there really are no universal principles of organization -- like span of control -- that work in all organizations at all times. Rather, organizing is a continuing process. Flexibility and willingness to change is far more useful than theory and rigidity. More disadvantages than advantages result if personnel do not understand and resist change. His point, in short, is that what works is what counts.

*Harvey Sherman, *It All Depends* (University, Alabama: University of Alabama Press, 1966).

We recommend that management and the present four departments -- those persons in the best position to consider this matter -- begin thinking in terms of one Maintenance and Operations Department as suggested above. If the idea makes sense and is understood, an appropriate supervisory structure can be considered along with such personnel changes as the realignment of duties. None of this is intended, nor should it be interpreted, as a threat to present personnel; the very involvement of personnel in the organizing process should allay needless fears.

A series of inter-departmental staff meetings could be held to review and compare functions and objectives -- their similarity or dissimilarity between departments, areas dependent upon mutual support, areas of overlap and of emerging needs. Alternative arrangements could be considered. Ultimately -- perhaps a year from now -- the executive director/chief engineer would recommend to the Commission a reorganization of the departments designed to improve North Jersey's maintenance operations, a reorganization shaped largely and supported by present personnel.

Executive Director/Chief Engineer

We recommend reclassification of the chief engineer position to executive director/chief engineer responsible to the Commission for all North Jersey activities and operations. The Commission Secretariat and Counsel would be the only exceptions, but even here a line relationship to the executive director/chief engineer is proposed. We make this recommendation for three reasons:

1. An improved system of accountability is needed to control operations and provide an uncompromised focal point for employees as well as the Commission itself. Some fragmentation and uncertainty of authority now exists in terms of who reports to whom for what purpose.

2. North Jersey's chief engineer is presently carrying out many of the functions of an executive director. The title "chief engineer" alone, however, does not carry with it the broader, more inclusive functions implicit in the title "executive director/chief engineer," functions which encompass but extend beyond technical and engineering matters. These broader functions can be summarized as overall management responsibilities.

3. In the present organizational chart the Commission secretary, counsel, and the Finance and Police Departments

are independent of the chief engineer, thus creating a situation where there is no one in control of North Jersey except the Commission itself. Regardless of how diligent commissioners are -- and we think, indeed, that they are quite diligent and dedicated -- there remains the need for full-time management and one center of responsibility in the system of accountability.

We believe the head of the Finance Department must report to the executive director/chief engineer to ensure control and coordination, resolve conflicts among supervisory personnel concerning whom to report to, and avoid making the Commission serve as middleman. The Commission has enough to do setting policy and reviewing operations without getting bogged down in, for example, routine personnel matters.

In terms of the Police Department, it is a moot point to discuss the need to be autonomous in view of our recommendation that the department be eliminated. The ranger security unit proposed to be substituted is located within the Water Quality Department, thus making security part of the accountability system.

Counsel is intimately involved in a number of matters that concern or are the responsibility of the executive director/chief engineer. These include contracts, litigation, water supply law and regulatory actions, legal issues involved

in the development of new water supplies, labor negotiations, and so on. Without diminishing services to the Commission itself, the counsel should have a direct line to the executive director/chief engineer.

The Commission Secretariat serves the Commission. We have added the purchasing function to this unit, however, and it is primarily because of this that a line from the Secretariat to executive director/chief engineer is needed.

	<u>Salary</u>	<u>Fringe Benefits</u>
1 Executive Director/Chief Engineer (\$45,198 from \$37,079)	\$8,119	\$1,429
Total Added Cost:		\$9,548

CHAPTER III

FISCAL AFFAIRS

Fiscal affairs of the Commission are held in tight rein by the Commission itself and in some respects appear to be conducted in a somewhat overly cautious manner, although with a vigilance that should be gratifying to the Commission's municipal partners. All Commission members appear to be highly concerned with the financial aspects of operations. For example, because of the business and fiscal background of the Commission chairman, he has been assigned the general supervision of such matters through the office of the comptroller. Notwithstanding these efforts, historic hiring policy problems are of long standing, beyond the control of any one member of the Commission; the need for prudent expenditures in the area of personnel has only recently been emphasized, as in those instances where vacant budgeted positions have not been filled pending the completion of this management study.

Budgeting

The first and most logical step in the fiscal process of any intelligently run organization is the preparation of a budget or fiscal plan. While such a plan must be distinguished from a blueprint in order to provide for necessary

flexibility in the not always foreseeable, next ensuing fiscal periods, the budget of the Commission needs improvement both in preparation and execution to provide a reasonable degree of sophistication. This is so even though a large part of the budget is readily ascertainable and contains elements that are projectable or predictable with relative ease, even allowing for normal inflation, as evidenced by the following schedule of certain appropriations for 1976.

Total Appropriations:		<u>\$2,753,058.00</u>
Salaries	\$1,408,525.00	51%
Employee pensions, social security, hospitalization	248,000.00	9%
Real Estate and Taxes	500,000.00	18%
Water treatment supplies	190,000.00	7%
Power	160,500.00	6%
Insurance	<u>57,000.00</u>	<u>2%</u>
	<u>\$2,564,025.00</u>	93%

When the foregoing components are taken in combination with the fact that there have been virtually no program variations in the Commission's activities and that it has been thus for a number of years, preparing a budget for the Commission under present conditions is a relatively simple task. Yet the sample of the budget furnished to this consultant shows each of the two years -- 1975 and 1976 -- in duplicate form and omits actual expenditures in 1974 as a basis

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for comparison with both the operating budget for 1975 and the budget projected for 1976. A budget recapitulation sheet appears on the following page; the full budget is at the end of this report in the Exhibit section. A comprehensive procedure for disclosing this data in proper form is recommended. That form should then be augmented by a supplementary form or forms which would show details of the recapitulation sheet in a manner which will provide ready comparison.

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An example of how supplementary forms can be utilized to identify high profile differences between amounts appropriated versus those actually expended in the prior year should be a form which would list all positions that had been budgeted showing the amount actually spent in each position, if any (such as a vacancy), so that the Commission would have a clear view of the extent to which appropriations were actually expended for each position.

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A position number system which this consultant will assist in installing, without charge, would provide for a continuity of identification so that the use of names and titles of employees would not be the sole criteria to fix the status of the position.

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The budget system to be installed should make provision for quarterly allotments of the various line-items appropriated against which the Commission could compare

NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION

Comparative Summaries 1975 - 1976 Budgets

Wanaque - Ramapo System

	<u>1975</u>		<u>1976*</u>
Board of Commissioners	\$ 26,000.00	Board of Commissioners	\$ 26,000.00
Department of Administration, Finance, Insurance, Taxes	871,770.00	Department of Administration, Finance, Insurance, Taxes	893,079.00
Department of Engineering & Electrical	114,043.00	Department of Engineering & Electrical	105,804.00
Department of Mechanical	287,418.00	Department of Mechanical	298,504.00
Department of Purchasing	13,846.00	Department of Purchasing	15,023.00
Department of Law	38,000.00	Department of Law	18,000.00
96 Forestry	97,554.00	Forestry	97,011.00
Labor	273,734.00	Labor	306,247.00
Crafts and Maintenance	79,443.00	Crafts and Maintenance	77,619.00
Department of Laboratory & Water Treatment	423,102.00	Department of Laboratory & Water Treatment	456,109.00
Department of Police	166,824.00	Department of Police	183,931.00
Department of Equipment, Repair & Machine Shop	76,211.00	Department of Equipment, Repair & Machine Shop	72,142.00
Other Expenses	<u>221,500.00</u>	Other Expenses	<u>203,588.90</u>
OPERATING BUDGET - 1975	\$2,689,445.00	OPERATING BUDGET - 1976	\$2,753,057.90
LINE ITEMS - 1975	86,300.00	LINE ITEMS - 1976	-0-
TOTAL ESTIMATED OPERATING BUDGET - 1975 -	\$2,775,745.00	TOTAL ESTIMATED OPERATING BUDGET - 1976 -	\$2,753,057.90

* Salaries as listed herein for 1976, are in fact the current 1975 salaries.

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actual current expenditures as well as estimated expenditures projected to the end of the year. Quarterly reports could then be furnished to the Commission by the staff along with a projection of savings or over-expenditures. Thus, the Commission could be adequately informed as to the trend of all costs.

In about three years, a new \$25 to \$30 million treatment plant may be in operation. That will require advance budget planning to determine what will be required for its operation, together with such offsetting expenditures as may not be required that are part and parcel of the present operation. Once all is known that needs to be known about such costs, that too should not be difficult to estimate in the year in which the new plant will come on the line.

Beyond that stage lies the hoped-for new water sources, such as the Two Bridges project. Based on the present understanding as to which municipalities will draw water from that source, and assuming no growth in the present 1976 budget, Commission authorities have estimated that the present appropriation of \$2,753,000 could be reduced to about \$1.1 million with corresponding savings to the present partners.

And as discussed in the previous chapter, if Wanaque is opened to the public on a controlled basis for recreational

activities, the financial implications of such action will demand careful, multi-year budget planning. A multi-year approach will be needed because the development of any recreational activities will have to be done in phases.

The consultant finds that there is almost no participation in either the budget preparation process or in its execution by the operating units. In fact, most line supervisors do not know what their budget allocations are nor do they know the status of their expenditures in relation to amounts budgeted.

It is recommended that a budget procedure be formulated that would directly involve unit supervisors in preparation of their budget requests. The procedure should also require that they be involved and held accountable for operating within the budget allocations ultimately determined by the Commission. Without such involvement, management and supervision really cannot plan, control, and be held accountable.

Accounting

The Commission's accounting system is operated admirably by the accounting staff, using a PTO-3 Olivetti computer. The accounting system was modernized in the early sixties and computerized in the late sixties. However, there are virtually no revenue accounting complexities in view of

the fact that revenues are derived primarily from the Commission's eight municipal partners, most of them in advance.

The classification of expense accounts is simple; errors infrequent. However, one of the accounts maintained in the accounting system is entitled "Real Estate and Taxes". It is intended to cover the cost of both real estate taxes and the acquisition of property, thus co-mingling current expense for taxes with a capital expenditure for fixed assets. Although no charges have yet been made to the account for fixed asset acquisition, it is recommended that the account be redesignated "Real Estate Taxes" and that an additional account be established as a fixed asset account to be designated "Real Estate".

Competent audits are conducted annually by an independent firm of certified public accountants, who, except for raising a few procedural or policy issues, have found the books of account in good order. But, an accounting procedures manual is only now in process of development as a result of this consultant's inquiry as to whether one existed. When completed, copies of the manual should be filed with the Commission secretary and such other officials as the Commission may deem appropriate to have copies thereof. In view of the fact that a somewhat complicated formula exists for charging the cost of water to the partners, the procedure for making

those allocations should be included in the manual.

Purchasing

The present procedures for purchasing of various materials, supplies and outside services are ample in most respects. When a user department of the Commission requires procurement of that nature it prepares a requisition and sends it to the purchasing agent who prices it. It is then submitted to the comptroller who establishes the proper account number, determines the availability of funds, determines whether the requisition should be held for approval by the Commission because it may represent a line-item or is more than \$2,000, the statutory limit beyond which bids are required, and returns the requisition to the purchasing agent. The purchasing agent then signs and issues the purchase order which is then entered in the accounting system as an obligation. When the articles or services are received, a receiving report or ticket is signed by the person receiving it. However, it appears that the receiving report or ticket does not indicate the date of receipt and does not clearly identify what was received.

Although the foregoing procedures may be considered ample in most respects, your consultant recommends that a procedure be adopted which will require that a designated officer of the Commission certify that the articles or

services to be procured are needed and that the cost thereof is properly within the statutory limit of \$2,000 within which competitive bidding is not required.

Purchase orders issued in 1975 were analyzed by the consultant. The total of 594 purchase orders consisted of the following:

121 - confirming orders
55 - under \$25.00
120 - between \$25.00 and \$50.00
263 - between \$50.00 and \$250.00
35 - over \$250.00

A total of eight bids were advertised in 1975. The development of specifications, advertisement and analysis of bids, in all cases, was performed by the Engineering Department.

In view of the volume -- less than three purchase orders per day -- and the dollar values -- less than six percent of purchase orders over \$250 -- the consultant is unable to justify the need for a full-time purchasing agent. The present salary of the purchasing agent is \$15,924.

It is recommended that the purchasing agent's duties be consolidated with those of the Commission secretary with an appropriate increase in salary and that the position

of purchasing agent be abolished. An evaluation of the salary of the Commission secretary including his new duties would then be \$17,330.

The position of purchasing agent at best is a part-time job, as shown above, and its abolishment would net some savings as follows:

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
Purchasing Agent	\$15,924	\$2,803
Gross Savings:		\$18,727

Adding the part-time purchasing function to duties of the Commission secretary would warrant a salary increase for the position and result in the following:

	<u>Present Salary</u>	<u>Fringe Benefits</u>
Commission Secretary/ Purchasing Agent	\$11,000	\$1,936
Salary increase:	<u>6,330</u>	<u>1,114</u>
	\$17,330	\$3,050
Total Net Savings:		\$11,283

General Disbursements

Except for unusual circumstances, all checks for disbursements other than payroll are issued once monthly following the regular monthly Commission meeting at which any

three of the five commissioners co-sign checks drawn by the Commission staff and signed initially by either the comptroller, secretary, or chief engineer. In advance of such regular meetings, listings are prepared by the staff of all checks which are to be signed at such meetings and include the names of the payees and general purpose of the disbursement. Such lists are distributed to each of the Commission members on the Friday before the regular monthly Commission meeting. This provides adequate opportunity for the Commission members to evaluate the purposes for which the checks are drawn so that signing of the checks at the meeting can be expedited.

This is a somewhat cumbersome procedure. Commission action on the several agendas of the meeting is not only delayed, but the attention of the commissioners engaged in signing the checks while the meeting takes place tends to distract them from the proceedings. It is recommended that the Commission change this procedure so that only one member of the Commission, on a rotating basis each month, co-signs the checks. If possible, that member could arrive before the meeting and complete the check signing before it begins.

Payroll

The payroll preparation is handled efficiently using the PTO-3 Olivetti computer. The payroll is prepared bi-weekly for issuance on every second Friday for the two week period ending the previous Tuesday. It reflects time and

records which are strictly maintained and are based upon time clock information which is collected from five locations -- the main building, maintenance building, treatment plant, pumping station at Wanaque and the pumping station at Ramapo. Everyone punches the time clock except Commission members, the chief engineer, comptroller, secretary and counsel. Personnel absences must be approved. Lateness or other unauthorized time lost by employees is penalized by a payroll deduction.

The bi-weekly payroll is not computed on the number of working days in a given calendar year. Because each calendar year's working days may have either 260, 261 or 262 days for purposes of computation of the bi-weekly payroll, every eight years or so there will be a twenty-seventh pay day at the Commission. This is so because the present method of calculation uses a constant 260 working day basis. The twenty-seventh payroll occurred in 1975 and required an additional appropriation for that extra pay day, thereby overstating what would otherwise have been a normal salary expenditure for the year. Thus, the long term implications require that each year's payroll be based upon the number of working days in a given calendar year in order to avoid that aberration.

Since 1956 the State of New Jersey has followed the procedure of using the number of working days in a given calendar year as the basis for payroll payments, which has

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obviated the need to make special budget provision every seventh year or so. But equally important is the fact that employees at the Commission receive a fixed annual salary, however negotiated. Under the payroll method used by the Commission, that fixed annual salary is exceeded every seventh year. It is recommended that the Commission convert to the state system effective January 1, 1977.

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As in the instance of the lack of an accounting procedures manual, a manual for payroll preparation is also being developed as a result of this consultant's inquiry as to whether such a manual exists. The payroll manual should be filed in the same manner as that prescribed for the accounting procedures manual.

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The procedure for processing payroll checks differs from that for other disbursements. After the gross amount of the total payroll is determined, a transfer check is made up in that amount to transfer funds from the working account to the payroll account. Because of the limited time from determination of the total amount and the payroll disbursement date, transfer checks are made out payable to the North Jersey payroll account and with the amount blank and signed in advance by three Commissioners. These signed checks are held by the comptroller who enters the actual amount when the payroll is computed.

The individual payroll checks are signed by any two authorized officials -- the secretary or chief engineer and the comptroller. It should be noted that no member of the Commission signs individual payroll checks because the Commission has delegated that function to the Commission's officers, each of whom is bonded in the amount of \$50,000 and an additional \$100,000 to cover the comptroller. This coverage appears to be adequate at this time. However, with reorganization, the chief executive should also be bonded similarly, with a premium cost estimated at about \$400 per year.

The payroll function is performed by two employees, a senior payroll clerk typist and a payroll clerk typist.

When a new employee is hired, a copy of the employment application goes to the payroll section together with a W-4 form and payroll information sheet.

An employee earnings record ledger card is prepared containing a magnetic encoding of salary rate. Each payroll period the payroll checks are prepared on the PTO-3 Olivetti accounting machine.

In addition, the payroll section maintains attendance records on attendance cards, sick leave cards, and vacation leave cards. Entries on these documents are made manually. Information on attendance comes from time clock cards, daily absentee reports and other forms.

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Because payday is every second Friday for the bi-weekly period ending the previous Tuesday, most of the work connected with payroll preparation, such as time-card computation, is completed within a three-day period once every two weeks. Accordingly, there appears to be no justification at this time for two payroll clerks as such. It is therefore recommended that one of these positions be abolished, retaining the other for various clerical or typing duties in addition to payroll duties. This will produce a salary savings of \$9,432 plus fringe benefits of \$1,660 if the junior position is abolished, for a total saving of \$11,092.

Should the feasibility be established of using an outside data processing service bureau for payroll purposes, it may be possible to abolish the second payroll clerk position. If the second position is also abolished, there will be a salary savings of \$10,597 plus fringe benefits of \$1,865 offset by charges for outside payroll preparation. Any clerical or typing duties now being performed by either or both of these positions should be considered for absorption by other personnel in the various offices of the Commission.

Investments

The Commission handles a significant amount of funds during the course of a year. To a large extent, idle funds are invested under the direction of the comptroller.

Commission funds are handled in the following four accounts:

1. Working account - First Jersey National (Jersey City)
2. Filtration account - First National State Bank (Newark)
3. Monksville-Two Bridges account - Trust Company of New Jersey (Passaic)
4. Employees savings bond account - First National Bank of New Jersey (Pompton Lakes)

A daily cash register is maintained which indicates book balances in each account. Idle funds are invested in savings accounts, certificates of deposit and repurchase agreements.

In 1974 the Commission earned \$76,475 on investments. In 1975 the earnings totaled \$71,183. The decrease is attributed to lower interest rates rather than a lesser amount of funds invested.

The consultant found that the Commission had done much to maximize earnings on temporarily available funds. There are, however, some additional steps which can be taken to "fine tune" the investment process and thereby further increase earnings.

If a detailed projection of the Commission's flow of funds were available, and investment maturities were timed

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more closely to indicated cash needs, the investment earnings record could be improved. The receipts and expenditures of the last five years should be plotted on a monthly, weekly, and daily basis. This data should be used as a guide to forecast the pattern for 1977 receipts and disbursements. The projections should be reviewed and updated with actual experience on a daily basis.

Typically, interest rates are higher for longer terms. Through a more sophisticated cash flow projection (as opposed to "rolling over" funds for 30 or 60 days) the Commission could invest for longer periods at traditionally higher rates. In addition, the Commission would be in a position to consider other high quality investments permitted by law that might, at times, pay higher rates than certificates of deposit.

Insurance

The appropriation for insurance premiums in 1976 is \$57,000. The Commission utilizes an insurance advisory committee made up of five licensed insurance agents, one of whom is appointed by each commissioner. The committee submits its recommendations to the Commission through the comptroller. It appears that the members of the committee then place insurance coverage with various insurance companies after having examined the Commission's requirements.

The committee receives no compensation from the Commission but is compensated as insurance agents by participating in the premiums. That is one way of securing insurance coverage. Another might be by seeking public bidding for insurance coverage, although that may be difficult.

Your consultant invites the Commission to consider following the lead taken by the State of New Jersey under N.J.S.A. 17:29A-15 which, for practical purposes, eliminates the payment of insurance agent's commissions estimated at about 15 to 20 percent of premiums. This is accomplished by seeking insurance coverage from companies who write insurance directly, although some agency-system companies may be willing to write coverage without an agent's commission. There are a number of companies who can be solicited to provide insurance on this basis. An estimated savings of \$8,500 annually could thus be achieved.

If present insurance other than workmen's compensation is written without a deductible provision, additional savings can be realized with a premium that reflects such a provision.

One of the bothersome chores performed by the comptroller is processing claims for damage to the Commission's fence which runs extensively along the major highway bordering the Commission property. In 1975 \$10,845 was collected for

such damages as against \$12,717 in 1974. There have been 50 or more such damages in each of the last two years. The comptroller estimates that 75 percent of fence damages are collected from those who caused the damage, 15 percent is shared by the Commission with Passaic County, and 10 percent is sustained by the Commission alone.

Summary of Personnel Recommendations

At this point we have discussed all North Jersey departments in terms of recommended personnel changes. Those recommendations -- position eliminations and added costs -- are summarized on the following two pages.

The net savings in personnel costs, if all recommendations are accepted by the Commission, is \$277,801. This represents a 16.8 percent savings in budgeted salary and fringe benefit costs, and a ten percent reduction in the total 1976 budget.

SUMMARY OF PERSONNEL SAVINGS

<u>Gross Savings:</u>	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
2 Sanitary Stream Inspectors	\$21,128	\$3,718
1 Pump Operator	10,020	1,764
1 Assistant Pump Operator	7,400	1,303
1 Assistant Supervisor, Mechanical	10,500	1,848
1 Lead Labor Utility Worker	9,322	1,641
6 Labor Utility Workers	49,407	8,695
1 Painter	9,964	1,754
1 Assistant Painter	8,940	1,573
1 Police Chief	17,434	3,068
1 Police Captain	15,343	2,700
1 Police Lieutenant	13,483	2,373
2 Police Sergeants	24,363	4,288
9 Police Officers	89,010	15,666
3 Aqueduct Patrol Officers	29,880	5,259
1 Purchasing Agent	15,924	2,803
1 Payroll Clerk-Typist	<u>9,432</u>	<u>1,660</u>
33 Positions Gross Savings:	\$341,550	\$60,113
Total Gross Savings:		\$401,663

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Added Costs:

Changes in Present Positions --

	<u>Salary w/Longevity</u>	<u>Fringe Benefits</u>
1 Part-Time Purchasing Agent	\$ 6,330	\$1,114
1 Executive Director/Chief Engineer (\$45,198 from \$37,079)	8,119	1,429

Changes Added

1 Chief Ranger	\$11,466	\$2,018
4 Rangers	40,408	7,112
1 Administrative Assistant	20,002	3,520
1 Assistant Chief Engineer	<u>19,000</u>	<u>3,344</u>

Cost: \$105,325 \$18,537

Total Added Cost: \$123,862

Gross Savings: \$401,663

Minus Added Costs: -123,862

TOTAL NET SAVINGS: \$277,801

CHAPTER IV

SALARY RECOMMENDATIONS

Job Evaluation and Salary Setting

EVALUATION

Jobs have to be explained in response to a searching inquiry as to what they mean and require. Jobs are analyzed and described in words. Hence, the requirement for job descriptions. A job cannot be analyzed and evaluated without a job description.

The relationship between jobs is established, ultimately, by comparison of one job with another job. This is much easier by comparing certain aspects of jobs which are common to all jobs to varying degrees. Three aspects are analyzed. They are:

EXPERTISE

SOLVABILITY

RESPONSIBILITY

EXPERTISE is:

1. The technical depth level or the level of basic education plus training on the job.
2. The managerial breadth. There is a distinct difference between management and supervision. Many supervisors fall into the lowest category. It is only when there is real management that involves integration and coordination of dis-

similar functions that higher levels are warranted.

3. Human Relations Skills consist of one of three levels:

1st Level - Basic, ordinary courtesy

2nd Level - Understanding, influencing or serving people is important

3rd Level - Understanding, selecting, developing and motivating people is critical.

When these three criteria are determined, the number of EXPERTISE points are evenly determined on a guide chart.

SOLVABILITY:

1. Shows the amount of guidance an employee needs in solving problems. How much his thinking is guided or circumscribed, and

2. The amount of thinking challenge that is engendered.

When these are determined, the amount of SOLVABILITY points expressed as a percentage of EXPERTISE points is easily slotted.

e.g., The EXPERTISE points are 200 points, the SOLVABILITY percentage is 50%, ergo the SOLVABILITY points are 100 points.

RESPONSIBILITY:

What is meant is being responsible for what happens to something. The something being a measured end result. It does not mean being responsible for doing something --specifically what one is supposed to do. In this category we are talking about the impact on dollars, i.e., operating budgets or the dollars entrusted to or affected by the position under examination. RESPONSIBILITY consists of three units:

1. The freedom to act. How are the actions of the employee controlled? Close supervision, direct supervision, general supervision or none?

2. What is the magnitude in dollars of the operating budget of the unit in which the employee works? And,

3. What is the impact on the measured end result (dollars) by the employee? Remote, contributory, shared or primary.

Once these points have been determined, the number of evaluation points for RESPONSIBILITY is easily slotted.

The above concerns the job evaluation portion of this report which is shown on subsequent pages of this report.

In order to establish salaries based on job evaluation

an up-to-date points-to-dollars formula must be established which is based on the current mid-point salaries existent in New Jersey at the time of this survey.

To do this we must have a base. The base, although dated July, 1974, was nevertheless based on material gathered in July, 1973 from private industry by this consultant. So rather than identify the base with a date, we shall merely say it is the base from which we establish our current formula.

From the base year to August 31, 1975, private industry shows an increase of 15.7%. Please look at Addenda A, B, and C. This simply means that from the base year to August 31, 1975, the average salary mid-points of private industry throughout the State of New Jersey has increased by 15.7%. In addition, in order to up-date further, we took into consideration the increase in cost of living in north-east New Jersey and New York City from August 31, 1975 to May 1, 1976. This shows an additional increase of 3.9%. When added to the previous 15.7%, it shows a total up to date increase of 19.6%. Please see Addendum D.

The base points-to-dollars formula was increased therefore by 19.6% and the blue collar and skilled trades because of their work week hours were increased an additional 5%. These are shown on the following page:

Base Formula

(Information from 1973 survey)

Formula 1 \$28.45 per point + \$3319 = Equal/Less Than 200 Points

Formula 2 \$19.63 per point + \$5087 = Greater Than 200 Points

Formula 3 \$ 8.54 per point + \$22,528 = Greater Than 1592 Points

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Current Formula

(May, 1976) (+19.6%)

For Professionals and Office Workers:

Formula 1 - \$34.03 per point + \$3970 = Equal/Less Than 200 Points

Formula 2 - \$23.48 per point + \$6084 = Greater Than 200 Points

Formula 3 - \$10.21 per point + \$26,943 = Greater Than 1592 Points

For Crafts, Blue Collar and Security (Added 5%):

Formula 1 - \$35.73 per point + \$4169 = Equal/Less Than 200 Points

Formula 2 - \$24.65 per point = \$6388 = Greater Than 200 Points

Formula 3 - \$10.72 per point = \$28,290 = Greater Than 1592 Points

Evaluations and Salary Recommendations

The following pages will show each title evaluated, the salary mid-point, the name of the person or persons in the title, the amount of money which should be deducted from or added to their present rate including longevity and the recommended salary range. There is also attached a suggested salary schedule which has a 20 percent spread to each salary range from minimum to maximum, and an increment of 5 percent of the minimum of each salary range.

EVALUATIONS AND SALARY RECOMMENDATIONS
INCREASE AND DECREASE BASED ON MID-POINT EVALUATION
FROM BASE PAY PLUS LONGEVITY

EVALUATIONS AND SALARY RECOMMENDATIONS
INCREASE AND DECREASE BASED ON MID-POINT EVALUATION
FROM BASE PAY PLUS LONGEVITY

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Chief Engineer and Superintendent of Operations</u>					
Points	700	350	400	= 1450	\$40,130

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
Dean C. Noll	\$34,980	\$37,079	+ \$1,246

Recommended Salary Range: \$36,520 - \$43,740

Recommended Rate: \$38,325

114

Comptroller

Points	460	230	304	= 994	\$29,423
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
E. A. Mandel	\$28,784	\$29,648	+ \$1,099

Recommended Salary Range: \$26,775 - \$32,071

Recommended Rate: \$30,747

* Increase +
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Purchasing Agent

Points	200	76	87	=	363	\$14,607
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
G. M. Fitzpatrick	\$15,312	\$15,924	0

Recommended Salary Range: \$13,291 - \$15,923

Recommended Rate: (\$15,924) **

115

Accountant

Points	304	132	152	=	588	\$19,890
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
A. Prall	\$17,761	\$18,649	+ \$346

Recommended Salary Range: \$18,100 - \$21,680

Recommended Rate: \$18,995

* Increase +
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	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Assistant Accountant

Points	200	76	87	= 363	\$14,607
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
L. Kanengiser	\$11,350	\$11,350	+ \$1,941

Recommended Salary Range: \$13,291 - \$15,923

Recommended Rate: \$13,291

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Senior Payroll Clerk Typist

Points	100	22	29	= 151	\$ 9,108
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
R. Warner	\$10,288	\$10,597	0

Recommended Salary Range: \$8,288 - \$9,928

Recommended Rate: (\$10,597) **

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Payroll Clerk Typist

Points 87 14 16 = 117 \$7,952

Present

Name	Base Salary	With Longevity	Increase/Decrease*
L. Pressimone	\$9,432	\$9,432	0

Recommended Salary Range: \$7,236 - \$8,668

Recommended Rate: (\$9,432)**

117 Senior Clerk Stenographer

Points 152 38 38 = 228 \$11,438

Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
A. Argento	\$10,863	\$10,863	\$10,923	+ \$ 60
L. Vukovgan	10,285	10,285	10,408	+ \$ 123
C. Mullally	9,164	9,164	10,408	+ \$1,244

Recommended Salary Range: \$10,408 - \$12,468

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Stenographer

Points	115	25	29	=	169	\$ 9,722
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
L. Kraft	\$8,949	\$8,949	+ \$335

Recommended Salary Range: \$8,846 - \$10,598

Recommended Rate: \$9,284

118

Junior Stenographer

Points	87	16	16	=	122	\$8,123
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
A. Ryan	\$7,717	\$7,717	+ \$40

Recommended Salary Range: \$7,391 - \$8,855

Recommended Rate: \$7,757

Telephone Operator Typist

Points	100	19	19	=	138	\$8,666
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. Hunter	\$9,014	\$9,194	+ \$252

Recommended Salary Range: \$7,886 - \$9,446

Recommended Rate: \$9,446

UTILITY DEPARTMENT

Supervisor

Points	230	100	152	=	482	\$18,269
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
L. Longo	\$17,827	\$18,540	+ \$551

Recommended Salary Range: \$16,625 - \$19,913

Recommended Rate: \$19,091

* Increase +
Decrease -

** () Red-circle

Expertise

Solvability

Responsibility

Total

Salary
Mid-Point

* Increase +
Decrease -

** () Red-circle

DECREASE -
INCREASE +

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Assistant Supervisor

Points	175	66	87	= 328	\$14,474
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
B. Ajam	\$11,130	\$11,575	+ \$1,595

Recommended Salary Range: \$13,170 - \$15,778

Recommended Rate: \$13,170

120

Forester

Points	200	66	66	= 332	\$14,573
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
E. Lendl	\$10,600	\$10,600	+ \$2,661

Recommended Salary Range: \$13,261 - \$15,885

Recommended Rate: \$13,261

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Labor Utility Worker</u>					
Points	87	14	19	= 120	\$8,455
	<u>Present</u>				
	<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Recommended Rate</u>	<u>Increase/Decrease</u>
	D. Tintle	\$7,314	\$7,314	\$7,693	+ \$379
	H. Greenwood	8,470	8,470	8,836	+ 366
	G. Van Orden	9,077	9,077	9,217	+ 140
	L. Bellome	9,104	9,104	9,217	+ 113
	M. Longo	9,670	9,960	(9,960) **	0
	T. Garrison	9,670	9,960	(9,960) **	0
	W. Hargreaves	9,670	9,960	(9,960) **	0
	L. Oberti	9,670	10,154	(10,154) **	0
	T. McGrady	9,670	10,057	(10,057) **	0
121	E. Tuschmann	9,675	10,256	(10,256) **	0
	D. DeLorie	9,675	9,869	(9,869) **	0
	R. Colfax	9,675	9,869	(9,869) **	0
	R. Roach	9,675	9,869	(9,869) **	0
	L. Van Orden	9,675	9,965	(9,965) **	0
	S. DeBenedetto	9,675	9,675	(9,675) **	0
	J. Penkowski	9,675	9,869	(9,869) **	0
	P. McKeever	9,881	10,177	(10,177) **	0

Recommended Salary Range: \$7,693 - \$9,217

* Increase +
Decrease -

** () Red-circle

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Lead Labor Utility Worker</u>					
Points	100	19	22	= 141	\$9,208

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. Feeny	\$10,359	\$11,084	0

Recommended Salary Range: \$8,378 - \$10,038

Recommended Rate: (\$11,084)**

122

Mason

Points	152	43	57	= 252	\$12,600
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
G. Cooke	\$12,248	\$12,983	+ \$184

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$13,167

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Assistant Mason</u>					
Points	115	25	33	= 173	\$10,350

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
D. Soranno	\$9,395	\$9,395	+ \$ 23

Recommended Salary Range: \$9,418 - \$11,282

Recommended Rate: \$9,418

123

Carpenter

Points	152	43	57	= 252	\$12,600
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
F. Delano	\$12,248	\$12,493	+ \$107

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$12,600

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Painter</u>					
Points	115	25	33	= 173	\$10,350

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. D'Achind	\$9,964	\$9,964	+ \$386

Recommended Salary Range: \$9,418 - \$11,282

Recommended Rate: \$10,350

124

Assistant Painter

Points	87	14	19	= 120	\$8,455
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
W. Brigliadora	\$8,940	\$8,940	+ \$277

Recommended Salary Range: \$7,693 - \$9,217

Recommended Rate: \$9,217

* Increase +

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Senior Custodian</u>					
Points	87	14	16	= 117	\$8,350

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
R. Vreeland	\$10,699	\$10,913	0

Recommended Salary Range: \$7,598 - \$9,102

Recommended Rate: (\$10,913)**

125

Stock Control Clerk

Points	87	14	16	= 117	\$8,350
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
D. Dawson	\$9,554	\$9,754	0

Recommended Salary Range: \$7,598 - \$9,102

Recommended Rate: (\$9,754)**

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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decrease -
increase +

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Head Groundskeeper

Points	152	43	57	= 252	\$12,600
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Present

Name	Base Salary	With Longevity	Increase/Decrease*
C. Albright	\$11,357	\$11,584	+ \$449

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$12,033

Groundskeeper

126

Points	100	22	33	= 155	\$9,707
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Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
C. Collechio	\$10,327	\$10,740	(\$10,740) **	0
R. Gardner	10,327	10,534	10,581	+ \$ 47
R. Gordon	10,327	10,740	(10,740) **	0
W. McKinnon	10,327	11,050	(11,050) **	0

Recommended Salary Range: \$8,833 - \$10,581

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Senior Machine Operator</u>					
Points	115	29	38	= 182	\$10,671

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
W. Koehler	\$10,567	\$10,990	+ \$161

Recommended Salary Range: \$9,711 - \$11,631

Recommended Rate: \$11,151

Machine Operator

127

Points	100	19	22	= 141	\$9,208
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Recommended Rate</u>	<u>Increase/Decrease*</u>
J. Buccelli	\$10,161	\$10,466	(\$10,466)**	0
T. Vreeland	10,161	10,466	(10,466)**	0

Recommended Salary Range: \$8,378 - \$10,038

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Fence Mechanic

Points	152	43	57	= 252	\$12,600
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
S. Thompson	\$11,699	\$12,167	+ \$433

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$12,600

128

Maintenance Repairer

Points	115	22	29	= 166	\$10,101
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
L. West	\$9,670	\$9,960	+ \$141

Recommended Salary Range: \$9,919 - \$11,011

Recommended Rate: \$10,101

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Caretaker, Balancing Reservoir</u>					
Points	100	19	22	= 141	\$9,208

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
E. Wester	\$10,194	\$10,398	0

Recommended Salary Range: \$8,378 - \$10,038

Recommended Rate: (\$10,398) **

129

ENGINEERING (ELECTRICAL UNIT)

Master Electrician

Points	304	132	152	= 568	\$20,390
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
R. Jennings	\$19,272	\$19,850	+ \$540

Recommended Salary Range: \$18,554 - \$22,226

Recommended Rate: \$20,390

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

** () Red-circle

DECREASE -
INCREASE +

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Assistant Electrician

Points	152	43	57	=	252	\$12,600
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Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
H. Block	\$11,505	\$12,080	\$12,600	+ \$520
T. Sommers	11,505	11,850	12,033	+ 183

Recommended Salary Range: \$11,466 - \$13,734

ENGINEERING

130

Engineer

Points	350	152	175	=	677	\$21,980
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Present

Name	Base Salary	With Longevity	Increase/Decrease*
R. Wieland	\$20,823	\$21,656	+ \$ 324

Recommended Salary Range: \$20,002 - \$23,958

Recommended Rate: \$21,980

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Assistant Engineer</u>					
Points	200	66	66	= 332	\$13,880

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. Foley	\$11,660	\$11,660	+ \$970

Recommended Salary Range: \$12,630 - \$15,130

Recommended Rate: \$12,630

131

LABORATORY AND WATER TREATMENT

Supervisor

Points	350	152	176	= 677	\$21,980
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
T. Roberto	\$20,127	\$21,335	+ \$645

Recommended Salary Range: \$20,002 - \$23,958

Recommended Rate: \$21,980

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Assistant Supervisor (Labs)</u>					
Points	230	87	87	= 404	\$15,571

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. Byrne	\$14,951	\$15,250	+ \$321

Recommended Salary Range: \$14,169 - \$16,973

Recommended Rate: \$15,571

132

Head, Watershed Sanitation

Points	200	66	66	= 332	\$13,880
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
P. Guanaldo	\$13,487	\$13,487	+ \$393

Recommended Salary Range: \$12,630 - \$15,130

Recommended Rate: \$13,880

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Sanitary Stream Inspector</u>					
Points	115	25	25	= 165	\$ 9,586

Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
L. Concelli	\$10,178	\$10,178	\$10,450	+ \$ 272
B. Sloat	10,735	11,379	(11,379)**	0
D. Tavoletto	10,735	10,950	(10,950)**	0

Recommended Salary Range: \$8,722 - \$10,450

Treatment Plant Operator

Points	152	43	57	= 252	\$12,600
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Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
W. Dewey	\$ 9,100	\$ 9,100	\$11,466	+ \$2,366
R. Cox	10,382	10,382	11,466	+ 1,084
M. Zito	10,022	10,022	11,466	+ 1,444
M. Saltzman	10,943	10,943	11,466	+ 523
P. Garrison	10,985	10,985	11,466	+ 481
C. Chandler	10,985	11,205	11,466	+ 261
A. Conte	10,985	11,205	11,466	+ 261
A. Colicchio	10,985	11,205	11,466	+ 261
R. Smith	10,985	11,205	11,466	+ 261
M. Pezzuti	11,311	11,763	12,033	+ 270

Recommended Salary Range: \$11,466 - \$13,734

* Increase +
Decrease -

** () Red-circle

133

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Senior Laboratory Assistant

Points	132	29	33	=	194	\$10,573
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Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
A. DiLaura	\$10,597	\$10,915	\$11,049	+ \$134
S. White	10,597	10,809	11,049	+ 240

Recommended Salary Range: \$9,621 - \$11,525

Sanitary Technician

134

Points	132	29	38	=	199	\$10,743
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Present

Name	Base Salary	With Longevity	Increase/Decrease*
M. DiLavra	\$11,559	\$12,715	0

Recommended Salary Range: \$9,775 - \$11,711

Recommended Rate: (\$12,715)**

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Sanitary Inspector</u>					
Points	132	29	38	= 199	\$10,743

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
S. Schein	\$10,735	\$11,164	+ \$63

Recommended Salary Range: \$9,775 - \$11,711

Recommended Rate: \$11,227

135

Supervisor

MECHANICAL DEPARTMENT

Points	230	76	100	= 406	\$16,396
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
E. Restaino	\$16,306	\$16,306	+ \$90

Recommended Salary Range: \$14,920 - \$17,872

Recommended Rate: \$16,396

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Pipefitter

Points	152	43	57	= 252	\$12,600
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
V. Trovato	\$10,892	\$11,328	+ \$138

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$11,466

136

Utility Maintenance Worker

Points	115	22	29	= 166	\$10,101
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
F. Destito	\$9,583	\$9,583	+ \$ 63

Recommended Salary Range: \$9,191 - \$11,011

Recommended Rate: \$9,646

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Pump Operator

Points 152 43 57 = 252 \$12,600

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Recommended Rate</u>	<u>Increase/Decrease*</u>
A. Thompson	\$10,700	\$11,021	\$11,466	+ \$445
R. Sincaglia	10,939	10,939	11,466	527
R. Smith	10,982	11,421	11,466	45
R. Congleston	10,982	11,311	11,466	155

Recommended Salary Range: \$11,466 - \$13,734

137

Assistant Pump Operator

Points 115 25 29 = 169 \$10,208

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Recommended Rate</u>	<u>Increase/Decrease*</u>
R. Connelly	\$ 9,116	\$ 9,116	\$ 9,288	+ \$172
J. Burzinski	9,998	10,198	10,208	+ 10
A. Whitmore	9,998	10,598	10,668	+ 70

Recommended Salary Range: \$9,288 - \$11,128

* Increase +
Decrease -

** () Red-circle

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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* Increase +
Decrease -

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** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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<u>EQUIPMENT REPAIR AND MAINTENANCE</u>					
<u>Supervisor</u>					
Points	230	76	115	= 421	\$16,767

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
C. Cooke	\$15,828	\$16,778	+ \$744
Recommended Salary Range: \$15,257 - \$18,277			
Recommended Rate: \$17,522			

138

Chief Mechanic

Points	200	66	87	= 353	\$15,089
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
R. Liguori	\$12,501	\$12,501	+ \$1,230
Recommended Salary Range: \$13,731 - \$16,447			
Recommended Rate: \$13,731			

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Mechanic</u>					
Points	152	43	57	= 252	\$12,600

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
W. Nycz	\$10,733	\$10,733	+ \$733

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$11,466

139

Welder

Points	152	43	57	= 252	\$12,600
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
W. Pastor	\$10,322	\$10,632	+ \$834

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: \$11,466

* Increase +
Decrease -

** () Red-circle

* Increase +
Decrease -

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
--	-----------	-------------	----------------	-------	---------------------

Garage Helper

Points	76	14	16	= 106	\$7,956
--------	----	----	----	-------	---------

Present

Name	Base Salary	With Longevity	Increase/Decrease*
J. Andro	\$ 7,808	\$ 7,808	+ \$148

Recommended Salary Range: \$7,240 - \$8,672

Recommended Rate: \$7,956

140

POLICE DEPARTMENT

Chief

Points	200	66	76	= 342	\$14,818
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Present

Name	Base Salary	With Longevity	Increase/Decrease*
G. Destito	\$16,604	\$17,434	0

Recommended Salary Range: \$13,484 - \$16,152

Recommended Rate: (\$17,434)**

* Increase +
Decrease -

** () Red-circle

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
<u>Captain</u>					
Points	152	43	57	= 252	\$12,600

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
A. Aquaro	\$15,042	\$15,343	0

Recommended Salary Range: \$11,466 - \$13,734

Recommended Rate: (\$15,343)**

141

Lieutenant

Points	132	29	33	= 194	\$11,102
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Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Increase/Decrease*</u>
J. Ruscica	\$13,483	\$13,483	0

Recommended Salary Range: \$10,102 - \$12,102

Recommended Rate: (\$13,483)**

* Increase +
Decrease -

** () Red-circle

Salary
Mid-Point

	Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Sergeant

Points	87	16	22	=	125	\$8,636
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Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
W. Veniero	\$11,243	\$11,243	(\$11,243)**	0
B. Thompson	12,738	13,120	(13,120)**	0

Recommended Salary Range: \$7,858 - \$9,414

Patrol Officer

142 Points 87 16 22 = 125 \$8,636

Present

Name	Base Salary	With Longevity	Recommended Rate	Increase/Decrease*
R. Wingate	\$ 9,510	\$ 9,510	(\$ 9,510)**	0
D. Dondero	9,510	9,510	(9,510)**	0
D. Smith	9,510	9,510	(9,510)**	0
T. Baker	9,510	9,510	(9,510)**	0
R. Russomanno	10,365	10,365	(10,365)**	0
M. Battisti	10,365	10,365	(10,365)**	0
A. Colicchio	10,365	10,365	(10,365)**	0
R. Saum	10,365	10,365	(10,365)**	0

Recommended Salary Range: \$7,858 - \$9,414

Expertise	Solvability	Responsibility	Total	Salary Mid-Point
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Aqueduct Patrol Officer

Points	87	16	22	=	125	\$8,636
--------	----	----	----	---	-----	---------

Present

<u>Name</u>	<u>Base Salary</u>	<u>With Longevity</u>	<u>Recommended Rate</u>	<u>Increase/Decrease*</u>
S. Goldstein	\$9,670	\$ 9,960	(\$ 9,960)**	0
P. Liloia	9,670	9,863	(9,863)**	0
R. Musillo	9,670	10,057	(10,057)**	0

Recommended Salary Range: \$7,858 - \$9,414

143

ADDENDUM

Senior Pipefitter

Points	200	66	87	=	353	\$15,089
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POSITION VACANT

Recommended Salary Range: \$13,731 - \$16,447

Recommended Rate: \$13,731

* Increase +
Decrease -

** () Red-circle

RECOMMENDED SALARY RANGES
(20% From Minimum to Maximum)

	Increment	Minimum	2	(Mid-Point) 3	4	Maximum
1	\$358	\$7236	\$7594	\$7952	\$8310	\$8668
2	358	7240	7598	7956	8314	8672
3	366	7391	7757	8123	8489	8855
4	376	7598	7974	8350	8726	9102
5	381	7693	8074	8455	8836	9217
6	389	7858	8247	8636	9025	9414
7	390	7886	8276	8666	9056	9446
8	410	8288	8698	9108	9518	9928
9	415	8378	8793	9208	9623	10038
10	432	8722	9154	9586	10012	10450
11	437	8833	9270	9707	10144	10581
12	438	8846	9284	9722	10160	10598
13	455	9191	9646	10101	10556	11011
14	460	9288	9748	10208	10668	11128
15	466	9418	9884	10350	10816	11282
16	476	9621	10097	10573	11049	11525
17	480	9711	10191	10671	11151	11631
18	484	9775	10259	10743	11227	11711
19	500	10102	10602	11102	11602	12102
20	515	10408	10923	11438	11953	12468
21	567	11466	12033	12600	13167	13734
22	625	12630	13255	13880	14505	15130

* Increase +
Decrease -

** () Red-circle

	Increment	Minimum	2	(Mid-Point) 3	4	Maximum
23	\$652	\$13170	\$13822	\$14474	\$15126	\$15778
24	656	13261	13917	14573	15229	15885
25	658	13291	13949	14607	15265	15923
26	667	13484	14151	14818	15485	16152
27	679	13731	14410	15089	15768	16447
28	701	14169	14870	15571	16272	16973
29	738	14920	15658	16396	17134	17872
30	755	15257	16012	16767	17522	18277
31	822	16625	17447	18269	19091	19913
32	895	18100	18995	19890	20785	21680
33	918	18554	19472	20390	21308	22226
34	989	20002	20991	21980	22969	23958
35	1324	26775	28099	29423	30747	32071
36	1805	36520	38325	40130	41935	43740

In looking at the evaluations, one single thing stands out above all others. At the present time, the crafts and trades are not paid sufficiently high enough to attract experienced craftsmen. On the other hand, those in semi-skilled or unskilled jobs are paid much higher than their counterparts in both private industry and other governments.

For instance, the U.S.B.L.S. report covering 112 of the largest industries in the Paterson-Clifton-Passaic area in 1975 shows that the average pay for laborers was \$7,654 per year, whereas the Commission pays their labor utility worker an average of \$9,624 per annum.

Private industry in the Paterson-Clifton-Passaic area pays their skilled trades an average of \$12,796 per annum whereas the Commission pays the skilled crafts and trades an average of \$11,735 per annum.

The average pay for labor for the State of New Jersey is \$7,248 as against \$9,624 for the Commission. The average pay for all governments (Federal, New York State, Pennsylvania, Connecticut, New Jersey, New York City, and Philadelphia) for skilled trades is \$12,015 as against an average of \$11,735 for the Commission.

The senior custodian with the Commission makes \$10,913 per annum. Janitors and cleaners in the Paterson-

Clifton-Passaic area made an average of \$7,197. In the State of New Jersey, the mid-point for a similar job, building service worker or building maintenance worker, is \$6,302. The senior building service worker or senior building maintenance worker is \$7,299. This job is patently overpaid.

These recommendations will provide a first year cost to the Commission of \$31,920.

The above is true only if all present personnel are retained. If the Commission elects to retain the salaries of those who would otherwise be decreased at their present level, it is recommended that these employees be "red-circled" and not receive any further increases until such time as the cost-of-living catches up with their present rates. However, since our recommendations anticipate the establishment of salary ranges with increments of 5 percent based on the minimum of the range, the "red-circled" amounts would be reduced or eliminated when and if salary adjustments are applied to employees in the future.

A savings can be effected as follows: There are presently 10 vacant budgeted positions as follows:

	<u>Budgeted Salary</u>	<u>Applicable Fringe Benefits</u>
1 Asst. Supervisor, Mechanical Department	\$10,500	\$1,848
1 Pump Operator	9,100	1,602

		<u>Budgeted Salary</u>	<u>Applicable Fringe Benefits</u>
2	Asst. Pump Operators @ \$7400	\$14,800	\$2,605
* 1	Senior Pipefitter	10,500	1,848
1	Labor Utility Worker	7,991	1,406
1	Labor Utility Worker	7,200	1,267
1	Lead Labor Utility Worker	9,322	1,641
1	Labor Utility Worker	8,563	1,507
<u>1</u>	Patrol Officer	<u>7,900</u>	<u>1,390</u>
10	Total Savings:	\$85,876	\$15,114
		*\$75,376	*\$13,266

As seen above, the abolition of these nine vacancies would result in an annual savings of \$75,376 in salaries and \$13,266 in fringe benefits (pensions, health benefits and social security). This would effect a total savings of \$88,642.

* At this writing, the Commission has authorized the filling of the Senior Pipefitter vacancy.

Labor Contracts

With the exception of administrative, professional, supervisory, clerical, police and temporary positions, all other personnel are included in a recognized bargaining unit. The present contract with that unit expires on December 31, 1977.

This contract has been reviewed by the consultant who finds that, except for certain conditions and requirements therein which are discussed hereinafter, it is fair and even generous in some respects.

The vacation schedule is substantially more generous than in most other instrumentalities in New Jersey as well as in the state government itself. Certainly, no further concessions should be made in this area. Article V, Vacation Schedule, should be revised in a new contract to eliminate the ambiguity which provides that if a paid legal holiday occurs during a vacation period, the employee will receive an additional day. It should read that the employee will receive a vacation day in lieu of the paid legal holiday.

Consultant has furnished, for consideration by the Commission for future bargaining purposes, several proposals which will improve or clarify other existing provisions, or add new provisions to strengthen relationships. However, it

may be discreet not to disclose them until bargaining sessions commence.

Even so, it is important to state now that the salary plan presented in this study may require modification when a new contract is being considered because of the possibility, if not the probability, of changing conditions. However, it would be wise to adopt the plan now for employees to be hired in the future, placing them in the proper steps of the ranges recommended for the various titles. When the salary plan goes into effect for all employees with the new contract, adjustments in salary should take place to coincide with the next higher steps of the ranges, as part of the bargaining process. Those employees with salaries exceeding the maxima of the respective ranges should not be reduced to those maxima. On the other hand, increments within the proposed ranges should not be regarded as automatic and must be subject to bargaining.

The Commission now authorizes salary increases due to longevity ranging from 2 percent after 5 years of service to 10 percent after 35 years of service. Adoption of the salary plan with its salary ranges as proposed herein should obviate the need for longevity increases.

ADDENDUM A-1

Line of Least Squares - July 1, 1974

$$\sum Y = Na + b \sum X$$

$$\sum XY = a \sum Y + b \sum (X^2)$$

$$\begin{aligned} Y &= a + bX \\ 571,525 &= 56a + 663b \quad (663) \\ 8,003,765 &= 663a + 10065b \quad (56) \\ \therefore 378,921,076 &= 37128a + 439569b \\ 448,210,840 &= 37128a + 563640b \\ \hline 69,289,765 &= 124,071b \end{aligned}$$

$$b = 558.47$$

$$\begin{aligned} 571,525 &= 56a + 663(558.47) \\ 571,525 &= 56a + 370,265.61 \\ 201,259.39 &= 56a \\ \therefore a &= \$3593.92 \\ Y &= \$3595 + \$558 \text{ (Beginning Level Mid-Point of} \\ &\text{the entire array of classes } \underline{\text{BASE}}) \end{aligned}$$

\sum = sum of $\sum Y$ = sum of Total Salary Mid-Points -
all salary classes

N = number of jobs in all salary classes surveyed.

X = Total Sequential Series of Jobs

XY = Sequential Series X Total Salaries

X^2 = Sequential Series Squared

Solve for a

Solve for b

ADDENDUM A-2

Line of Least Squares - August 31, 1975

$$\sum Y = Na + b \sum (X)$$

$$\sum XY = a \sum x + b \sum (x^2)$$

$$Y = a + b x$$

$$672,480 = 56 a + 663 b (663)$$

$$9,059,559 = 663 a + 10065 b (56)$$

$$445,854,240 = 37,128 a + 439,569 b$$

$$507,335,304 \quad 37,128 a + 563,640 b$$

$$\hline 61,481,064 = \quad 124,071 b$$

$$b = 495.53$$

$$672,480 = 56 a + 663 (495.53)$$

$$672,480 = 56 a + 328,536.39$$

$$343,943.61 = 56 a$$

$$a = \$6141.85$$

$Y = \$6142 + \496 (Beginning Level Mid-Point of
the entire array of classes August 31, 1975)

ADDENDUM B

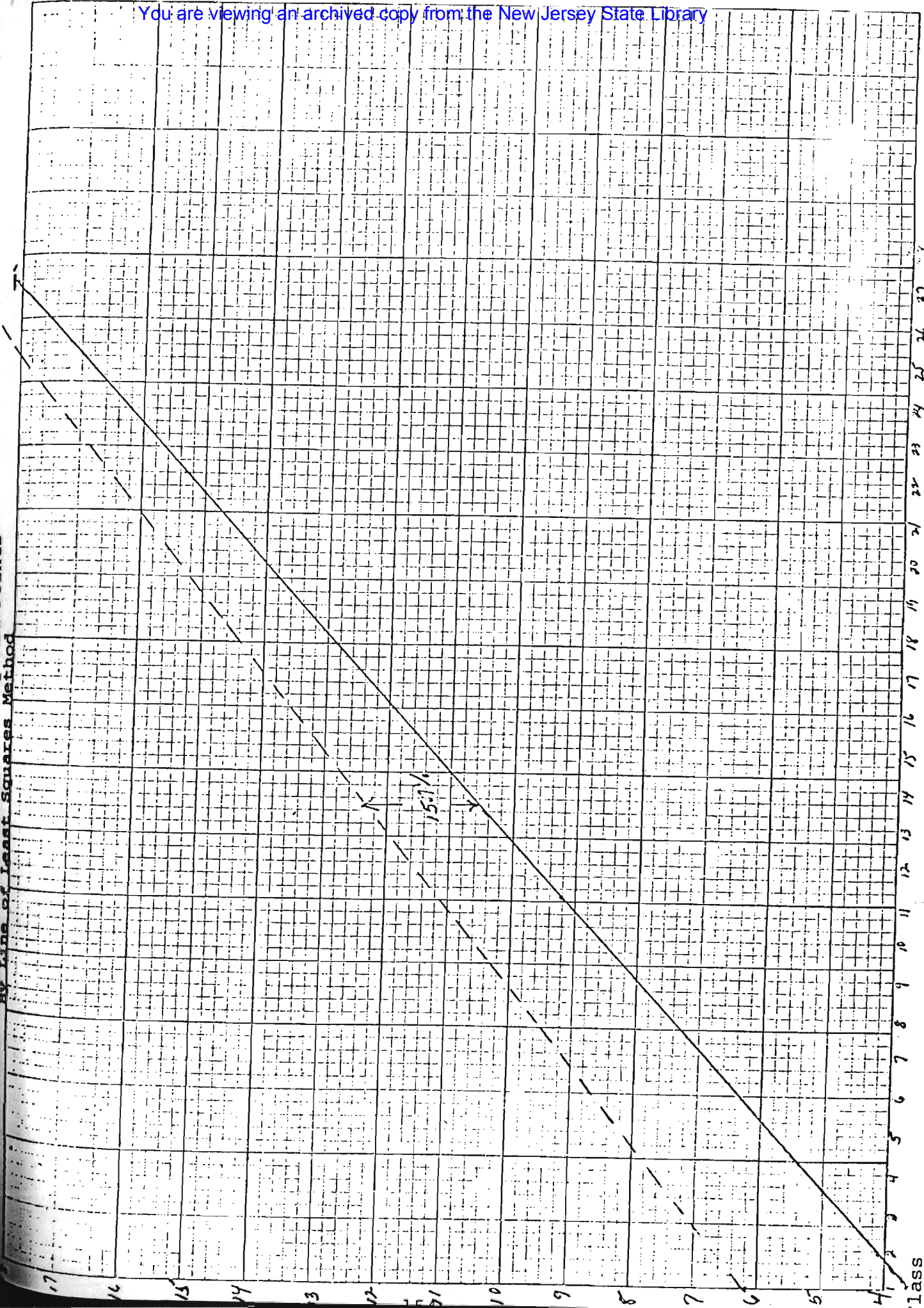
LINE OF LEAST SQUARES TABLE

COMPARISON BASE MID-POINT AUGUST 31, 1976

<u>Classes</u>	<u>Base Mid-Point</u>	<u>Mid-Point Aug 31, 1975</u>	<u>% 1974 Behind 1975</u>
1	\$ 3,595	\$ 6,142	- 41.5
2	4,153	6,638	- 37.4
3	4,711	7,134	- 34.0
4	5,269	7,630	- 30.9
5	5,827	8,126	- 28.3
6	6,385	8,622	- 25.9
7	7,043	9,118	- 23.9
8	7,505	9,614	- 22.0
9	8,059	10,110	- 20.3
10	8,617	10,606	- 18.8
11	9,175	11,102	- 17.4
12	9,733	11,598	- 16.1
13	10,291	12,094	- 14.9
14	10,849	12,590	- 13.8
15	11,407	13,086	- 12.8
16	11,965	13,582	- 11.9
17	12,523	14,078	- 11.0
18	13,081	14,574	- 10.8
19	13,639	15,070	- 9.5
20	14,191	15,566	- 8.8
21	14,755	16,062	- 8.1
22	15,313	16,558	- 7.5
23	15,871	17,054	- 6.9
24	16,429	17,550	- 6.4
25	16,987	18,046	- 5.9
26	17,545	18,542	- 5.4
27	18,103	19,038	- 4.9
AVERAGE INCREASE			15.7%

By the use of the Least Squares Method

1973



ADDENDUM D

Cost of Living Index: New York - Northeastern New Jersey

August 31, 1975	167.7
April 30, 1976	<u>174.3</u>
	+ 6.6 points
	or + 3.9 %

Therefore, the private industry salary increase	
from July 1, 1974 to August 31, 1975	15.7%
Cost of Living increase August 1975-April 1976	<u>3.9%</u>
Total Increase	19.6%

Hence, the points-to-dollars formula was increased 19.6% for professionals and office workers. The crafts, blue collar and security formula was given an additional 5% increase because of the nature of the work and their 40-Hour work week.

ADDENDUM E

LIST OF COMPANIES THAT CONTRIBUTED RATE DATA

NORTH

Aircraft Radio Corp.
Bell Telephone Laboratories Inc.
Bergen Evening Record Corp.
Burry Biscuit - Div. Quaker Oats Co.
CIBA - Geigy Co.
General Motors Assembly Division
Hoffman LaRoche, Inc.
Humble Oil & Refining Co.
Ingersoll Rand Company
Leslie Company
Lockheed Electronics Co.
Maxwell House Division
Charms Co.
M & M Candies
Monroe International Inc.
Otis Elevator Co.
Port Authority of New York & New Jersey
Prentice Hall Inc.
Schering Corp.
Thomas J. Lipton Inc.
Prudential Insurance Co.
R.C.A. Division of Electronic Components
Shulton Inc.
Singer Aerospace & Marine Systems Group
Singer Mfg. Co.
Thomas & Betts Co., The
Union Carbide Corp.
Wallace & Tierman, Div. of Permwalte Corp.
Warner Lambert Co.
Western Electric Co. Inc.

CENTRAL

Acme Hamilton Mfg. Corp.
American Cyanamid
American Smelting & Refining Co.
Buck Engineering Co. Inc.
Chevron Oil Company
DeLaval Turbine Inc.

Central (continued)

Educational Testing Service
Electronic Associates Inc.
E.R. Squibb & Son Inc.
Fragrance Division of International
 Flavors & Fragrances
Ford Motor Co.
Frequency Engineering Laboratories
General Electric Co., Division of Air Conditioning
Glenbrook Laboratories
Heinemann Electric Co.
Hercules Powder Co.
Hill Refrigeration, Division of Emhart Corp.
Hess Amerada Corp.
Johnson and Johnson
Machinery Division of Midland Ross Corp.
New Jersey National Bank
New Jersey Natural Gas Co.
Thiokol Chemical Corp.
Toms River Chemical Co.
Signalite
U.S. Pipe & Foundry Co.

SOUTH

Atlantic City Electric Co.
Airwork Corp.
CBS Records
E.I. DuPont DeNemours Inc.
Kerr Glass Mfg. Corp.
Mobil Oil Company
Shell Chemical Co.
South Jersey Gas Co.
Whitehall Laboratories

CHAPTER V

PERSONNEL MANAGEMENT

Many employees of the North Jersey District Water Supply Commission are first-rate. They are competent, knowledgeable, hard working and well aware of the importance of water supply. The job is being done: there has been no interruption in the delivery of water since North Jersey began operations in 1930, except for cutbacks, as in the drought years of the 1960's or during repairs.

In an organization with more than one hundred employees, however, it is not surprising that some employees do not function as well as they might, or as well as may be required. And most employees interviewed expressed varying degrees of discontent and identified a number of problems. We believe a good deal of the discontent and problems is needless and results, at least in part, because the Commission has an inadequate personnel system.

This chapter begins with a listing of problems identified which stem largely from the personnel system; the problems are followed by a discussion, with recommendations, to improve personnel management.

Problems

- North Jersey has no written set of personnel policies. This causes uncertainty among employees and forces the Commission to make the same decisions over and over again.
- No one person has the authority to carry out the functions of personnel officer. Although Mr. Alfred Mandel has the title of comptroller-personnel officer, the job description for personnel officer is in limbo, having been withdrawn after the title was approved.
- In conducting the survey to develop job descriptions, it was revealed that several employees had dropped out of the pension program without realizing the financial loss they would suffer. No one had advised them of this.
- A repeated problem reported by management personnel was "filling time with work." In a number of areas there is not enough work to do, or men are not trained to do what should be done.
- Some department supervisors have a difficult time getting tasks accomplished. Because their authority is limited, with employees turning to the union or directly to Commissioners for support, supervisors are caught in the middle and get an inordinate amount of "backtalk." This is especially true in the Utility Department, the Commission's largest department in terms of employees.
- In some areas, such as the Mechanical Department, employees are not skilled or knowledgeable enough to do what is required.
- Pay rates for skilled personnel were said to be too low in several departments.
- North Jersey has only one black employee and no Puerto Ricans. How this less-than-tokenism situation developed and why it is being tolerated by member municipalities, aside from the state and federal governments, is, in 1976, astonishing. And it is visible evidence of

an inadequate personnel system.

- In addition to the above, North Jersey has only eight women employees, all in office jobs. It is against both federal and state laws to discriminate in employment on the basis of sex.
- The sparsity of professional staff to assist Mr. Dean Noll and the Commission in the difficult new water supply development efforts is in sharp contrast to a number of abundantly staffed operational departments.
- Good performance often goes unrecognized.
- Morale is poor, according to all management personnel interviewed and in spite of the many acknowledged advantages of working at North Jersey. Here are some of the reasons given:

"The best men are not hired."

"The men have an ally in the Commissioner responsible for their jobs, and this protects them."

"The Commission will get around the agreement with the union to post vacancies by simply saying the employee is not qualified for the new post."

"Communications are bad."

"Communications are imposed from above with little chance for input from employees."

"Advancement is very questionable. Employees should know what the reward is, where they can reasonably expect to go. And their careers should be discussed with them."

"No one is concerned overall -- there is no central focus employees can relate to on a lot of questions, including sick leave. Without this focus employees get away with too much and often there is too much delay in acting."

"Too many employees have reached an age where they are content to get by, where accomplishment and advancement are not all that important."

"20 percent of the personnel do 70 percent of the work. After awhile, those doing the work begin to wonder why others are sitting around."

"There is an inconsistency in terms of dealing with personnel."

"The men need encouragement and acknowledgment, not ridicule."

Enough problems have been listed. Before moving on to a discussion of specific personnel areas, however, it should be noted that these problems, this unrest, are the price the Commission is paying for operating North Jersey's personnel system in so casual a manner compared, say, to the more structured Civil Service system.

Personnel Policies

We recommend that the North Jersey District Water Supply Commission develop a written handbook of personnel policies. This would serve as a management tool, a means of reducing all of those gray areas which breed uncertainty among employees and wastes the time of management. Personnel policies promote consistent and impartial treatment of employees and give employees an understanding of what to expect.

At the same time, the handbook would free the Commission and management personnel from making decisions on the same question again and again. Not only would time be saved and consistency achieved, but the perception of favoritism

would be significantly reduced. Further, personnel policies would help maximize work output in terms both of structuring the work situation and obviating needless concerns which lead to bickering and degrees of immobility.

The closest document North Jersey has to a handbook on personnel policies is the union contract for 1976-1977. This agreement with Teamsters Local No. 286 covers many -- but by no means all -- of the areas a personnel handbook would address. And the agreement applies only to union members, thus excluding all probationary employees, the police, supervisors, assistant supervisors, foremen, clerical, administrative, professional, and temporary employees. There is no reason why the union agreement could not be an insert in the handbook developed.

It is recognized that over the years the Commission has determined personnel policy in many areas. The problem is that such determinations, some of which may be outdated now, have not been pulled together. Which means that employees and management must rely upon their memories, ask their supervisors, or do research to find out what particular personnel policy or procedure the Commission has established; such methods are uncertain, inhibiting (no one wants to be branded an annoyance) or a non-productive use of time.

Perhaps there are inconsistencies in the policies the Commission has established. Or perhaps the Commission has not established policies on some questions. Without a handbook there is no way of telling. The act of preparing such a handbook, therefore, may lead to a discovery of holes or inconsistencies.

The function of this report is not to prepare a handbook on personnel policies for North Jersey. That task is an internal one requiring management decisions on a range of issues. Once such decisions are made, however, they need not be made again -- unless, of course, the policies are amended. And the Commission should not view the handbook as a fixed, unchanging document.

The outline below suggests the kind of topics which might be included in a handbook on personnel policies:

- A. Background
 - 1. History of North Jersey
 - 2. Purpose
 - 3. Responsibility
 - 4. Municipalities Served
 - 5. Table of Organization
 - 6. Purpose and Distribution of Handbook
- B. Recruitment
 - 1. Authority
 - 2. Opportunity
 - 3. Notice
 - 4. Employment Application Procedure
 - 5. Recruitment Expenses
- C. Employment Selection
 - 1. Policy

2. Non-discrimination
 3. Screening
 4. Selection
 5. Medical Examination
 6. Notification
 7. Conflict of Interest
 8. Past Offenses
 9. Nepotism
 10. Political Activities
- D. Employment Conditions
1. Probation
 2. Conduct of Employees
 3. Public Statements and Appearances
 4. Gifts and Gratuities
- E. Employee Development
1. Orientation
 2. Career Development and Job Progression
 3. Education and Training
 4. Promotions
 5. Transfers and Temporary Assignments
- F. Positions and Salaries
1. Policy
 2. Job Descriptions Procedure
 3. Salary Schedules Procedure
 4. Position Classification
 5. Personnel Records; Access To
- G. Payroll
1. Pay Period
 2. Pay Day
 3. Deductions
 4. Advances
- H. Work Schedule
1. Regular Working Hours and Work Week
 2. Shifts
 3. Field Locations
 4. Procedure for Change
 5. Overtime
 6. Emergency Call-In
 7. Compensatory Time
 8. Salary Increases and Longevity Payments
- I. Employee Benefits and Participation Options
1. Pension Program
 2. Sick Leave
 3. Vacation Schedule

4. Holidays
 5. Workman's Compensation
 6. Life, Medical, and Related Insurance
 7. Leave without Pay
 8. Military Leave
 9. Jury Duty Leave
 10. Maternity Leave
- J. Employees Expenses
1. Policy
 2. Automobile Expenses
 3. Clothing
 4. Expenses within Watersheds
 5. Expenses outside of Watersheds
 6. Payment Procedure
- K. Discipline
1. Authority
 2. Conduct
 3. Warning
 4. Reprimand
 5. Disciplinary Probation
 6. Suspension
 7. Demote
 8. Discharge
 9. Commendation
- L. Employment Termination
1. Voluntary
 2. Commission Terminations
- M. Grievances
1. Scope
 2. Appeal Requirements
 3. Employee Rights
 4. Grievance Procedure
- N. Attachments
1. Procedure for Amending Personnel Policies
 2. Union Agreement

Developing a handbook on personnel policies along the lines suggested above -- and it must be understood that these are meant to be suggestive only -- will be neither quick nor easy. One person alone cannot do it. Nor can the Commission

develop policies and hand them down to North Jersey employees, for that would be resisted, an example of Commission paternalism. And one of the handbook's purposes would be to help overcome the perception of paternalism.

We recommend, therefore, that one staff member -- the personnel officer -- be assigned the task of preparing a draft handbook for Commission consideration; in doing so, the personnel officer would work with department supervisors and seek input from all departments. Although many ideas generated by such a process may have to be abandoned before an approved set of personnel policies emerge, North Jersey employees will have had a voice in developing a handbook affecting all aspects of their work situation.

Personnel Officer

On the basis of our review as reflected throughout this chapter, we believe North Jersey needs a personnel officer with the authority to carry out a comprehensive range of personnel functions. These are more than the house-keeping functions now exercised by the comptroller-personnel officer.

The scope of functions the personnel officer would handle is suggested below:

- Coordinate and prepare a draft handbook of personnel policies for Commission consideration. When approved, distribute handbook to all employees; update handbook as necessary and communicate any changes to employees.
- Recruit, interview, test, and verify employment application data.
- Coordinate the selection process, including the arrangement of medical exams and the notification to applicants not selected.
- Write or update job descriptions.
- Conduct initial orientation sessions with all new employees and distribute copies of the personnel handbook, their job descriptions, etc.
- Guide department supervisors in conducting job orientation; verify that same was conducted.
- Maintain personnel records for all employees. Design new forms as needed.
- Initiate, coordinate, arrange, and in some cases conduct, training for staff development.
- Provide employee counseling and guidance on personnel and career development matters.
- Work with management personnel in assessing the employment needs of departments and staff support units.
- Coordinate promotions, transfers, salary changes, etc.
- With other management personnel as may be designated, participate in labor negotiations. Implement labor agreements.
- Be certain that North Jersey personnel procedures and practices are in compliance with employment laws.
- Monitor departments to ensure that they are following personnel policies and procedures.

- Administer wage, salary, benefit and employee service policies and programs.
- Establish and maintain an employee evaluation system.
- Direct and assist in the implementation of activities designed to improve motivation and morale.
- Keep abreast of the latest personnel management developments and practices in such areas as labor relations, motivation, training, equal opportunity and other legislation, and automated record-keeping systems.
- Prepare periodic reports to the executive director/chief engineer and as directed or required, to member municipalities, government agencies, and other organizations.

We estimate that sixty percent of the above functions are not being performed now. The personnel task embraces many both related and disparate areas. Yet the skills required -- those of an experienced generalist -- are distinctly different from operational skills needed to deliver water, technological skills needed to ensure the quality of water, and the forbearance skills needed to develop new water supplies.

To split up the personnel task between the Commission, chief operating engineer, comptroller-personnel officer, and department supervisors -- as is done now -- results in vagueness, inefficiency, and an inordinate amount of time spent on personnel matters. It is inefficient, for example, to ask supervisors to be personnel experts. The better

course is to centralize the functions and have one person do the job. And it appears that much of the time currently being devoted to personnel matters is limited to resolving the discontent of employees rather than the more productive search for ways to improve performance.

It is recommended that the personnel officer, or the comptroller-personnel officer as the Commission may determine, be responsible to the executive director/chief engineer. If the personnel officer reports directly to the Commission or, worse yet, to one of the commissioners, the authority and control of the executive director will be considerably diminished. And accountability will be fragmented, thus heightening the likelihood of confusion, problems and inaction.

In the organization chart proposed in Chapter II, there is a dashed line from the Finance and Personnel Department to the Commission, and a solid line to the executive director/chief engineer. The line to the Commission refers to financial, not personnel, matters.

Hiring

As far as we can determine North Jersey has no established recruitment-selection process. The lack of a process signals that the Commission, over the past 40 years, has elected to keep its options open and take under its own wing the responsibility for all hiring.

There is staff input for the more important or critical professional and technical jobs. The Commission, particularly in recent years, does listen to and often approve of staff recommendations for such posts. Deference to the judgment of top staff personnel in such limited instances, however, underscores the need to utilize objective hiring standards based on ability, experience, and other qualifying factors.

Ironically, hiring at North Jersey is the reverse of, say, municipal governments where appointed positions are limited to the top administrative jobs, where the chief concerns of governing bodies are the manager or administrator and department heads. But at North Jersey there is a kind of trade-off, with the Commission directly hiring those in less responsible positions -- including all youths in the summer program -- and staff recommendations accepted for the more technical jobs.

Mr. Louis Longo, a North Jersey employee for 20 years, has been supervisor of the Utility Department for

three years. He has never interviewed or been consulted about job applicants; the first time he sees new employees is when they report to work. The same is true in the Police Department. In the Mechanical Department, Mr. Ernest Restaino, the supervisor, does interview job applicants with Mr. Noll, but apparently staff recommendations carry little weight with the Commission. The department with perhaps the most staff input is the Laboratory and Water Treatment Department, but here as well there are exceptions, such as the watershed inspection unit.

North Jersey management personnel are not especially concerned about hiring in less important jobs employees who may lack qualifications -- provided those in responsible jobs are competent. But the hiring process, working backwards as it does, reveals a great deal about the Commission. To be somewhat indelicate, it reveals that the Commission looks to North Jersey as a place to give men fairly secure jobs. It reveals that the Commission feels most qualified in hiring for the least important jobs and lacks confidence in its management personnel. The Commission is doing itself an injustice.

We recommend that the Commission directly hire the executive director/chief engineer, Commission secretary, and comptroller-personnel officer. Employment for all other

positions would be approved by the Commission and handled through a consistent recruitment-selection process developed by the personnel officer. And the process itself, which would be described in the personnel handbook discussed earlier, would be approved by the Commission.

It is important for the Commission to recognize that if management is held responsible for doing its jobs, then management must be responsible for hiring. Recruitment-selection is a key tool in improving performance.

But perhaps before the question of recruitment arises there is the agreement with the union to hire from within the department, then from within North Jersey. Provided applicants have the qualifications for the new job, we endorse the agreement as a good method of improving morale, relieving some discontent and serving as a stabilizing factor. The agreement should encourage the continuing growth of employees.

Recruiting from the outside will be necessary at times. We can comment on but a few of the many approaches that can be utilized. Let the public and those already involved in water supply know about the opportunities at North Jersey to encourage individuals to inquire. Consider recruiting persons already employed elsewhere. Ask experts in other water supply agencies to identify a good potential

candidate. Avoid relying exclusively on any one factor -- resumes, letters of reference, education, experience.

Among steps in the selection process are the job announcement, preliminary screening, completion of an application, testing when necessary, and interview. Of these, the interview is perhaps the most important step, and North Jersey will have to determine who will conduct it for what jobs, the interview approach that will be used, and the interview purposes.

This is followed by a background investigation of leading candidates, selection and medical examination. As an example of why the latter is important, the Utility Department has been described as a "dumping ground," with a number of employees having weak hearts, bad backs, bad legs, etc., unable to perform the tasks required.

The exam would be followed by a recommendation to the Commission, notification to unsuccessful applicants, and orientation. Although the personnel officer would coordinate the entire process, management personnel affected would participate in various steps.

Disciplinary Action

Supervisory personnel now have limited authority to take disciplinary action. Employees are verbally reprimanded, which appears to be the most common form of discipline. Supervisors have the authority to direct employees to punch their time cards and go home for the day, which is exercised rarely. And when it is, commissioners for the respective departments are notified. For all serious disciplinary actions, such as suspensions or dismissals, the Commission itself exercises authority.

Supervisors do commend men orally and in writing. In the latter case, copies are sent to commissioners and filed in employees' personnel folders. So it appears that supervisory authority is limited to reprimands and commendations.

By and large, disciplinary action is infrequent. Mr. Noll, for example, recalled only five dismissals in the 26 years he has been with North Jersey. Although we by no means intend to suggest that punitive disciplinary actions be applied more frequently, we do suggest that the disciplinary system be reconsidered in a broader perspective.

The system should be thought of as a constructive way to build confidence and direct -- not punish -- the

behavior of employees to correct, maintain, or improve work performance. Violations typically thought of as requiring disciplinary action -- theft, drunkenness, tardiness -- may have no effect upon performance at all.

But to develop a disciplinary system focussed on performance, an organization must first have goals and objectives, quantified wherever possible. To a limited degree North Jersey has these, and the degree varies from department to department. However, much more could be done in this area, as was discussed in Chapter II. The very absence of job descriptions is evidence that North Jersey, in the past, has not been performance-oriented.

The range of disciplinary actions can be quite broad. In the list below note that many of them are not negative but, to the contrary, designed as an incentive to better performance:

- Warning.
- Verbal reprimand.
- Written reprimand.
- Suspension.
- Fine.
- Demotion.
- Dismissal.
- Encouragement.

- Acknowledgment of good performance.
- Oral commendation.
- Written commendation.
- Recognition of outstanding performance in front of others.
- Official award from the Commission with announcement to the media.
- Merit pay increase or bonus.
- Support for special training or education.
- Lateral transfer to broaden skills.
- Delegation of increased responsibility.
- Promotion.

Some of the above options are either not done or rarely employed. For example, there is no merit program and every management official we interviewed said that recommendations for promotion are very difficult to achieve.

Who should have the authority to take the above actions? We believe it must be management, subject in several cases to Commission approval. And if management is given hiring authority, then dismissal and promotional authority -- along with all the in-between options -- should be management functions even more so. Top staff personnel and department supervisors can not really carry out their management functions if they have virtually no authority to direct employees toward improved performance.

We do not see this as an abdication of Commission authority, but a shifting of responsibility to management personnel so they have the tools by which to be held accountable. At the same time such a change would free the Commission to deal with the increasingly complex policy issues facing North Jersey.

Safeguards are needed, of course, in terms of determining what the disciplinary options are, who may do what within the staff, when Commission approval is needed, employee rights, and so on. What is needed, in short, is the development for Commission approval of a reasonable and positive disciplinary system, one designed to enhance performance.

Job Mobility

Mr. Clifford Cooke has been with North Jersey for 26 years. He began as a laborer with the Utility Department, moved to the water treatment plant, then to the Equipment Repair and Machine Shop Department where he served as mechanic, assistant supervisor, and, for the last two years, supervisor.

Mr. Theodore D. Roberto, also with North Jersey for 26 years, began with the water treatment plant. He took technical courses and moved to the laboratory, served as assistant supervisor, and for the past ten years has been

supervisor of the Laboratory and Water Treatment Plant Department.

These are among the exceptions. Most employees are relatively locked in their positions with limited opportunities for job mobility and advancement. The reasons for this have to do with the hiring process -- bringing in outsiders rather than promoting from within -- and the lack of career ladders, most often attributed to the high proportion of unskilled positions. A few supervisors noted that sending men to vocational school for special courses has little significance in terms of career advancement. And in recent years job mobility opportunities have been blunted by Commission delay in filling vacancies.

Most employees have been with their respective departments for many years. The three-member Electrical Department, for example, have electricians who have been employed 20 years and 15 years, with Mr. Roscoe Jennings, the supervisor, serving for 12 years. Although there are exceptions, there is little horizontal mobility between departments. The lack of such mobility not only limits the chances employees have for broadening their skills and experiencing fresh work situations, it also limits the number of employees who are competent to serve in multiple positions should the need arise, as during emergencies.

The average length of employment at North Jersey is 10.4 years. This speaks well of the turnover rate, which is minimal. It is evidence that most employees find North Jersey a good place to work. Low turnover reduces Commission costs in terms of recruitment, administration and training.

However, low turnover has several side effects. One of them is that it is a source of ever-mounting pressure for job mobility. Each year an employee performs, without promotion, in the same job adds to the feeling that there is no future in that job, there is less and less point to grow and develop. Limited job mobility, both horizontal and vertical, causes an employee to spare himself disappointment and curb the instinct to reach and perform as far as he can.

One of the problems listed in the first section of this chapter is that many employees have reached a point in life where achievement and attainment are not all that important. We agree that this may have appeared to have happened, but we dispute the conclusion that employees are more or less content with their positions and capabilities. We suggest that the appearance is more a consequence of the realities within North Jersey's employment structure than of personnel attitudes. The whole adult education movement and the career ladder concept are based on the concept that education, growth and development are a lifelong process.

We recommend that the Commission build in its organization chart more opportunities for job progression. The degree of such progression varies now between departments, with the Equipment Repair and Machine Shop Department perhaps having the highest degree of progression -- garage helper, assistant mechanic, mechanic, chief mechanic, and supervisor. Not surprisingly, Mr. Cooke, supervisor, was one of the very few we talked to who said that there are chances for mobility and advancement.

Career ladders is not only a matter of building an upward series of one delineated position after another -- it can also include within-position classifications. For example, state government has the positions of librarian 1, 2 and 3, and there are such classifications for many positions. There seems no reason why North Jersey could not establish similar within-position classifications for such jobs as labor utilityman, treatment plant operator, and pump operator.

North Jersey's departments are not all that dissimilar. Maintenance, for example, is performed by all of the operating departments; the line between who does what is a fine one in many areas. At the present time men from one department are frequently assigned to work with another department. This occurs most often with employees from the Utility and the Mechanical Departments as when labor utility-

men are assigned to the Laboratory and Water Treatment Plant Department to unload lime and chlorine tanks, or to the Electrical Department to dig a ditch for the laying of wire.

But in spite of the inter-departmental utilization of employees, there is relatively little lateral or horizontal mobility. Although we do not advocate a continuing or arbitrary shuffling of personnel, we suggest that the Commission provide opportunity for lateral mobility as one means of opening growth opportunities and developing a more versatile staff.

One way of enhancing mobility and meeting several of the above recommendations is to let the union agreement work concerning the posting of vacancies. Based on our discussions with Commissioners and the fact that this study, which includes the development of job qualifications, was undertaken, we think the Commission will do so. Our only comment is that the perception of job mobility prospects will not change until the agreement is practiced.

Motivation

The job of North Jersey is to keep water running down the pipe day after day, month after month. Faced with this endlessly repetitive task, it is easy to understand why the motivation of employees presents a challenge.

Add to the repetitiveness the closed environment of Wanaque Reservoir marked by gates, fences, stone buildings and a restricted number of outsiders; the pipes, valves, pumps and tanks where what is going on inside cannot be seen; and, the distance from Wanaque where the water being supplied is eventually used. Then add the structural arrangement whereby North Jersey's role ends when water enters the municipal main. Finally, add that in our technological age -- where we have the boldness and know-how to send an automatic laboratory to Mars, 213 million miles away -- water may be taken for granted.

So the staff is somewhat isolated physically; it does not see much of what it does; it is removed from those it serves and cannot fully grasp the scope and impact of its services in providing water. All of this can lead to a perception of limited opportunities to feel a sense of satisfaction and achievement; the staff is more likely to see its task as a thankless one. After all, nobody thinks much about water supply until a drought threatens.

At first glance it may seem that North Jersey has virtually no control of the above factors because they are intrinsic to the water supply industry. And, of course, this is true to some extent, just as the same kind of conditions could be applied to many industries.

But North Jersey does, or could, control several factors -- the closed environment, for example. We see little justification -- particularly with the advent of a new treatment plant -- for preserving the Wanaque Reservoir for the enjoyment of fish, birds, deer and special guests. There is a question about what the reservoir and its surrounding terrain is being saved for -- its pristine beauty, or North Jersey itself? Although we are not in this report suggesting that North Jersey develop its resource as extensively as Newark is planning for its Pequannock reservoirs, there are a host of ways and degrees by which the closed environment could be opened. And we think an opening would have a positive effect upon employee performance and motivation by giving Wanaque a new dimension, one in touch with the public it serves. The present situation could be likened to a doctor who treats his patients by phone because he does not want them to contaminate or in any way despoil his office.

One opinion expressed repeatedly during our interviews was that the water treatment plant and laboratory are very important and their functions demand top priority attention. There is no question about the importance of these functions. Such an attitude, however, causes employees in other departments to feel that their tasks are at best supportive; at worst, cosmetic or non-essential. How can one expect an employee to be motivated if he thinks his job is

of secondary or peripheral importance? Yet without the contributions of all departments, facilities and equipment would not be maintained; the water supply delivery system would be left untended; pollution control and water supply would be neither monitored nor controlled; a host of administrative tasks would go undone, etc.

In short, what seems to be missing is a view of North Jersey as one organization whose parts are interdependent upon each other. We see a need for organization development training complemented by sessions which would make clear to every unit how its functions fit into the scheme of North Jersey. Part of motivating employees is to help them recognize that their jobs are useful.

We would add also that this is an opportune time to alert all employees to the overall importance of water supply and North Jersey's mission. Trenton experienced a serious water crisis in early September, 1975. It does not serve to say that a similar crisis could not occur at North Jersey because of the gravity-operated system as opposed to the Trenton system. The point is, the water pressure from the reservoir is still there, through all the pipes, valves and pumps utilized. And further, almost the same kind of breakdown as at Trenton could occur at the Ramapo pumping station. It might be useful to invite Mr. Lewis W. Klockner,

Jr., superintendent and chief engineer of Trenton's Water Division, to speak to North Jersey employees about the important role each employee and piece of equipment plays in water supply. Distribution of copies of the water crisis report* to each department might also be useful.

As we all know from the media, this summer the Teton Dam in Idaho gave way ("breached" does not seem strong enough a verb). The devastation this wrought in Rexburg and other communities is not fully appreciated in the East. As of this writing, hearings are still underway on the causes and consequences of this disaster. When a report or some illustrated document is available, copies should be obtained for North Jersey Personnel so they can see vividly the enormously destructive power unleashed water can have. And then employees could role-play what would happen if Raymond Dam broke, how it might be possible to happen, and how it might be prevented from happening.**

But in addition to all of the above, the most promising avenue to improved motivation lies in the management

* *Op. cit.*, *Report on the Trenton Water Crisis*.

** We recognize that conditions at the Wanaque Reservoir are not at all the same as they were at Teton Dam. The Raymond Dam has, after all, held for 46 years. But anything man-made or natural -- from mountains to rocks to pipes -- can wear down, change or break.

studies of Frederick Herzberg and others.* These studies hold that employees are motivated when they are given challenging work in which they can assume responsibility.

To sum up Herzberg's contributions briefly, job dissatisfaction is affected by factors which are different from job satisfaction and motivation factors. Fringe benefits, supervision, work conditions, organization policy and administration, interpersonal relations, and to a large extent salary -- these things may be causes of job dissatisfaction. Improving them will reduce dissatisfaction, but will not make employees better performers or want to try harder. It is somewhat like water quality -- necessary, but not in itself conducive to good health. As a matter of fact, Herzberg called such factors hygiene factors.

What satisfies and motivates employees are things like achievement, recognition, challenge of the work itself, responsibility, advancement, and growth -- and it is with these factors North Jersey's management should be concerned. They are distinct from the hygiene factors, leading Herzberg to conclude that the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction.

* See, for example, *How Successful Executives Handle People, 12 Studies on Communications and Management Skills*, Harvard College. This publication is available only with a subscription to Harvard Business Review.

The concept of job enrichment -- not the same as job enlargement -- grew from this approach to motivation. When jobs are enriched, the following kinds of change motivations may be involved:

- Introduce new and more difficult tasks.
- Increase employees' accountability for their own work.
- Grant additional authority to an employee in his job.
- Enable employees to become experts by assignment to specialized tasks.

A series of studies by Herzberg and his associates indicated that job enrichment, within a few months, improves performance and engenders on the part of employees a positive feeling about their jobs. Beneficial side effects included a reduction in absenteeism.

We have discussed Herzberg's approach to motivation because we have observed that North Jersey employees -- not all, to be sure -- have become trapped in the seductive comfort of routine jobs where responsibility is limited and challenge infrequent. If performance is to improve and employees feel satisfied, they must, at the end of each day, feel a sense of achievement, a self-esteem that tells them something useful was accomplished, a task performed that perhaps had not been done before.

This means that North Jersey should look carefully at job content and how the work itself is actually done rather than the more traditional concern with factors external to the job situation, like fringe benefits.

Training

It has been said that half of the job of supervision is to identify training needs of subordinates and arrange for those needs to be met. This is consistent with the theory that growth and development are endless, and their satisfaction is the best way to improve performance. It is consistent with the belief that the only way supervisors can expect to get results is to build confidence, encourage and help employees do their jobs in as constructive a manner as possible.

Personnel management has long since discarded fear as a way to supervise, for it generates hostility and is only temporarily effective. And at least from the time of Douglas McGregor's The Human Side of Enterprise -- 1960 -- behavioral scientists have been challenging the authoritarian supervisory style. More often than not it is counterproductive to kick, pull or order employees. Anything that damages self-respect is likely to result in poorer performance, not better.

Management and supervision is by no means oppressive at North Jersey. Dean Noll has instinctive humanistic qualities and concern for employees. He will talk to employees

privately, for example, rather than berate them in the presence of fellow workers. Other management personnel have similar qualities and styles. And the Commission itself is not quick to take hard or punitive action.

There are several factors, however, that lead us to recommend improvements:

- Some supervisory personnel do order around employees and ridicule them in attempts to shape things up.
- All management personnel came up through the ranks as skilled craftsmen, mechanics, engineers, or water quality experts or -- in the case of those appointed by the Commission from the outside -- as experienced tradesmen.
- The personnel were unfamiliar with a number of managerial techniques and approaches that have developed in recent years, including multi-year budgeting, management by objectives, organization development, team building, and so on.
- Except for participation in a limited number of short programs, the management or supervisory personnel have not been trained or educated in management or supervisory skills. The only exception appears to be Roscoe Jennings who, as a colonel in the National Guard, graduated last year from Command and General Staff College, Fort Leavenworth, Kansas. It should be remembered, however, that even in this exception the focus of training was on military management.
- A number of the personnel indicated that they did not fully understand their supervisory roles -- what was expected of them, how they could get things done and relate to employees.
- Nearly everyone interviewed said, and emphatically, that there is a definite need for

supervisory training. (But most supervisors said the need was in other departments, not theirs.)

- With changes in water technology and related fields, there is a recognition of the need to train and update employees in technical matters. Training is provided by sending employees to water training schools and consumer service schools operated by, for example, the Fisher-Porter Company at Warminster, Pennsylvania. Accompanying this support, however,
 - Who is responsible for assessing and coordinating training needs is not clear.
 - Non-technical training needs are not met even if they may be recognized, as in supervisory training. Intergovernmental relations, budgeting and personnel management, staff interpersonal relationships, Commission/staff relations -- these are the kinds of training needs not met and often not recognized.
 - It is felt that unskilled or semi-skilled employees need little, if any, training. For example, Louis Longo, supervisor of North Jersey's largest department -- and the one with the highest proportion of unskilled help -- said his men do not need training in any areas.
 - Training is viewed as a means to improve the efficiency or performance of individuals. Training is not considered a method to improve the performance of and focus upon work units, be they an entire department or a section of a department.

On the basis of our interviews, we believe there is a need for management development and supervisory training program at North Jersey to include all management and supervisory personnel. This could be held on-site to reduce costs and loss of work time; it would range from eight to perhaps

15 training days over a period of months. Although there are several ways to implement this, one good approach would be to retain a management training consultant who would, first, conduct a needs analysis, and then develop a program tailor-made for North Jersey.

Our second recommendation is that the personnel officer, working with supervisors and surveying all employees, determine training needs. Are different or critical skills required? Are refresher courses needed? Do employees need a better understanding of why they do what they do? Are there problems with the performance of certain work units?

Based on that he would then develop a training program and coordinate its implementation. In some cases the personnel officer himself would conduct the training; other North Jersey personnel could conduct other courses. This is already being done occasionally. Mr. Roberto, for example, conducted a seminar on chlorination several months ago.

We see no reason why training should not begin now to prepare personnel for the new filtration plant, the coming of which everyone talks about but few understand. North Jersey has enough expertise available on staff now to conduct such training. (It is understood that the technical training will have to be provided by the construction firm.)

For most of us, growth and development depends in good part upon our ability and willingness to self-educate ourselves. North Jersey can enhance that ability by providing a climate which meets specific needs and encourages self-education. Such a climate may include a wide variety of opportunities -- training courses, support for formal education, deliberate on-the-job training, regular staff meetings, membership in professional associations, subscriptions to professional journals, and so on.

Job Performance

Supervisors generally feel that they have an adequate day-to-day control of personnel within the Headworks area. There is less confidence, however, when personnel are in the field -- stream inspection, work on the aqueduct, etc. The problem seems to be a feeling that either men in the field do not have enough work to do for the number of personnel, or, when not in sight of supervisors, the men do not perform as diligently as they could.

To some extent this attitude indicates a lack of confidence in employees and a reliance upon a supervisory approach based on personal observation and direction. For a brief aside, the attitude suggests that some supervisors, at least, hold "Theory X" assumptions about behavior. Under

this theory -- developed by Douglas McGregor* -- management assumes that the average person will avoid work if possible and has an inherent dislike of it; coercion, threats, and so on, are required to ensure adequate performance; and, most people have little ambition, avoid responsibility, and prefer to be told what to do. Under McGregor's "Theory Y," however, work is considered as natural as play; self-direction is possible without the threat of punishment; most people accept or learn to seek responsibility; and, there is considerable ability and potential of individuals that is largely untapped.

In most departments no, or very few, benchmarks are used to measure performance. Beyond the use of time clocks to check in and out, employees have a minimum of performance standards -- not even job descriptions -- on the daily work expected of them. Whatever guidance there is concerning the quality and quantity of performance comes from an understanding gained through experience of what supervisors expect. But without performance criteria, supervisors are like building inspectors functioning without a building code.

It would be very easy to conclude that a whole series of performance measurements be developed for North Jersey employees. We refrain from making a blanket recom-

* Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill Book Company, Inc., 1960).

mendation that this be done, however, for a number of reasons: (1) such measurements should relate to departmental objectives, which have not been developed for the most part; (2) performance measurements that can be quantified are not appropriate for all jobs, particularly the more professional ones; and (3), judging whether or not the measurements have been met can be quite difficult and subjective.

What we recommend, therefore, is a careful identification by management of those areas in need of and susceptible to performance measures for individuals and, in some cases, groups. The measures should be reasonable ones capable of being met in a day's work. We also recommend that management identify performance measures already being used but not perceived as such. Some of these are discussed in the paragraphs below.

One such measure now utilized, for example, is the ten samples of water collected per week from the Ramapo River at designated points all the way to Monroe, New York. The samples are collected -- and this constitutes an objective performance measure. The nagging question, however, is where the samples were taken. Eliminate this kind of doubt by documenting location, which would relieve both employees and supervisors. Perhaps this could be done by having the stream inspector telephone in collect at those points where samples

are taken, thus providing location documentation by means of the phone number.

Some tasks would lend themselves readily to performance measures -- the number of arches on Raymond Dam to be mowed per day, for example. We would caution, however, that conditions must be relatively consistent for these kind of measures to be utilized. For example, the number of feet of fencing to be painted or repaired might be inappropriate because of the varying terrain, the lack of fencing standardization, and the condition of the fencing.

Although Mr. Jennings, Electrical Department supervisor, does not utilize formal performance measures, he does estimate the hours involved on a job based on his experience of how many hours should be involved. This can serve as a planning tool, and, turned around, a performance measure.

North Jersey utilizes a number of other types of measures as well. Mr. Cooke, for example, supervisor of the Equipment Repair and Machine Shop Department, personally inspects work done before it is returned to another department. Such inspection constitutes an evaluation of job performance. We might note, however, that this kind of evaluation, handled indelicately and for minor as well as major work, might do more harm than good. Inspecting all work performed has the opposite effect of building employee self-confidence.

An example of a group performance measure would be a reasonable distance to be cleared by the aqueduct crew in one day. Other such group measures could be developed, particularly in the Mechanical and Utility Departments where both supervisors indicated that no performance benchmarks are used.

Annual planning is an obvious source of performance measures, as in preventive maintenance programs. Both the Electrical and the Equipment Repair and Machine Shop Departments have such programs, and they can be broken down to a weekly and, in turn, daily basis.

Annual planning could also lead to performance measures in other North Jersey units. The Utility Department's forestry section, for example, could determine where and the number of acres it intends to clear of diseased Red Pine and Austrian Pine trees, and this could then be scheduled for implementation. Concentrated code enforcement, in which activity is focussed on particular areas of a city, especially blighted areas, is similar to this.

Planning in the sense of individuals setting targets provides perhaps the most desirable kind of measure -- both the employee and supervisor know what the measure is and when it is to be achieved; the input from the employee inspires

incentive; and, a basis is provided for future planning and improved performance.

Record-keeping provides a basis and documentation for performance measures. Perhaps the Laboratory and Water Treatment Plant Department, with its voluminous number of reports required on both water quality and quantity, is the best example of this. Although the reports are prepared for other purposes, their extensive detail provides supervisory personnel a basis upon which to gauge performance.

Similar documentation is provided in the Equipment Repair and Machine Shop, where job tickets are submitted for work performed. The job ticket identifies, for example, the vehicle serviced, the date, parts and supplies required, time spent, a description of repairs, and who performed the work. The job tickets are filed in folders established for each piece of equipment to -- as in a doctor's office -- provide a running history of ailments and treatment. If duplicate job tickets were prepared, the extra copy could be filed in employee folders, thus automatically providing a performance record.

Throughout this section we have qualified our discussion in recognition of problems that can be encountered with performance measures and the differing requirements each department and position may have. No single performance

measure could be applied everywhere at North Jersey. At the same time, however, the bases for a number of such measures already exist.

The use of performance measures is discussed in the following section.

Employee Appraisals

Employee evaluations or appraisals are not conducted in any formal way at North Jersey. Personnel interviewed unanimously expressed a need for some sort of system, saying one is "absolutely needed," "clearly missing," would be "excellent," "ideal," and "would give a much better picture of what is done by whom."

Coupled to this was an opposition to automatic pay increases and the utilization of an appraisal system for salary adjustments or bonuses -- "If everyone gets the same raise, there is no merit."

Management linked appraisals to a merit program to provide incentive and recognition. Several cautioned, however, against a meaningless exercise. Mr. Roberto, for example, said:

"A merit program to provide incentive and recognition is one of the basic things lacking. However, giving men a plaque would be

a joke -- some form of monetary reward would be needed, whether it be a salary increase or bonus."

Another concern expressed was that a merit program might be perceived as a vehicle for favoritism.

It is interesting to note that management personnel looked at employee appraisals and a merit program as means of helping employees in terms of encouraging motivation and providing opportunities for the recognition of good work. The comment, "you never get much credit around here, but when you do something wrong you hear about it," reflects a frustration supervisors feel about their inability, their lack of tools, to supervise in a positive fashion.

So, what do we recommend for North Jersey? Should an employee appraisal system be established and, if so, what kind? We believe that such a system is needed. But no attempt should be made to establish one overnight. Barraging personnel with strange new forms would be threatening, anxiety-producing, and most probably inappropriate for the purposes intended. Take a gradual approach and recognize that it may not be an effective approach in all departments.

We recommend that North Jersey develop its own appraisal system, one suited to its needs and flexible enough to accommodate the range of jobs at North Jersey. A standard

one or two-page appraisal form would not serve all employees. At the same time, of course, North Jersey will have to guard against creating excessive paperwork.

We strongly suggest that the system be performance-oriented and devoid of personality trait assessments. It is immaterial if an employee swears too much, is a sloppy dresser, or is stubborn. What counts is how the job is done. We don't judge Babe Ruth on how much he drank.

The key question North Jersey must decide is why the appraisal system is being established. Among the purposes of appraisal are the following:

- Assess the performance of probationary employees.
- Improve performance to the end that organizational goals are met.
- Identify training needs and help employees broaden their knowledge and abilities by serving as a continuing growth-facilitating process.
- If appraisals are unsatisfactory, point out shortcomings in a constructive manner and stimulate interest in self-improvement.
- Provide a realistic and continuing framework for supervisory-employee planning for future actions.
- Answer basic employee concerns like "What am I supposed to do?", "How am I doing?", "How can I improve?", and "Where can I go from here?"
- Identify problems in the work situation,

including such things as a lack of adequate equipment to do the job, the existence of staff conflicts, and North Jersey policies which may be hindering the performance of either individuals or work units.

- Assure employees that North Jersey has a consistent and fair system.
- Use as a basis for merit pay increases.
- Use as a basis for transfer, promotion, and other personnel actions.

An employee appraisal system cannot, and should not, attempt to meet all of the above purposes. There are inherent conflicts between some of them -- especially the last two with the others. For example, a supervisor who believes one of his employees deserves a raise will be tempted to use the appraisal to justify such action; in so doing he will tend to ignore shortcomings which perhaps should be pointed up in the interest of the employee and the department. Whoever does the appraisal is faced with a dilemma.

When appraisals are used as the bases for personnel actions, the integrity of the appraisals may be shadowed by the doubt of motivation and the human desire of supervisors to be looked upon as good guys. Thus, in many organizations all, or very nearly all, employees are rated "above average," which is like saying that each member of the forestry section removed more diseased trees than the average number of trees removed by section personnel.

It is for these and other problems associated with appraisals that we recommend a cautious approach. There are many methodological questions for which there are no clear-cut answers -- reliability and validity, scoring or rating, the degree of employee participation, the technique utilized (oral, written, job observation, critical incident, adjective type, forced choice, graphic rating scale, etc.).*

Our suggestions concerning how North Jersey appraises employees are these:**

1. Limit appraisals for at least one year to a target-setting approach in which the supervisor reviews with each employee his job description to be certain duties and responsibilities are clearly understood.
2. The supervisor asks the employee to set performance targets for the next three to six months.
3. The employee meets with his supervisor to discuss the targets. The supervisor accepts, for the most part, employee targets to encourage the employee in planning

* For a good discussion of employee appraisal techniques, problems, and forms, see Joseph J. Famularo, editor-in-chief, *Handbook of Modern Personnel Administration* (New York: McGraw-Hill Book Company, 1972). Here there are chapters on "Principles and Techniques of Assessment," "Appraising Office and Plant Employees," "Appraising Supervisory Employees," "Appraising Sales Employees," "Appraising Technical Employees," and "Appraising Managerial Employees."

** A similar approach is presented by Alva F. Kindall and James Gatzka in "Positive Program for Performance Appraisal," *How Successful Executives Handle People*, op. cit., pp. 74-81.

his own program, although the supervisor may, in discussion, provide guidance to keep the targets manageable and to meet departmental objectives.

4. The supervisor and employee agree on ways of measuring progress and when it should be done.
5. At the end of the period, which should not exceed six months, the supervisor and employee meet to discuss how well the employee has done in meeting the targets. The goal is not necessarily meeting each target -- some will be unrealistically high; others low and without challenge. The overall process matters, including the setting of targets and the effort put forth to achieve them. From this meeting a basis is formed for planning the subsequent period.

We suggest that it be made clear to all employees that the results of this appraisal process will be kept within the department and not used as a basis for merit pay increases or other personnel actions.

We think this kind of appraisal system is a positive one that can build confidence, improve performance and supervisor-employee relations, foster initiative and a sense of responsibility, and identify training needs.

There is an optional approach worth considering which relies on a similar target-setting or management-by-objectives approach. The State Civil Service Department uses two basic appraisal forms -- one for non-supervisory and one for supervisory personnel. A separate performance certification

form is used for pay increase recommendations. A set of these forms is included on the following pages for the Commission's information.* The forms do provide North Jersey a relatively easy way to start an appraisal system. The question is whether or not that way is appropriate for North Jersey in view of the different types of positions within the organization -- managerial, professional, technical, supervisory, skilled, unskilled -- and, most significantly, what North Jersey wants an appraisal system for.

* A description of the state's performance evaluation system can be found in the *Civil Service Personnel Manual*, Series 20, Part 20-1. (Trenton: New Jersey Department of Civil Service, reissued August 5, 1974.)

Non Managerial Performance and Improvement Report

STATE OF NEW JERSEY • DEPARTMENT OF CIVIL SERVICE

NAME	TITLE	ORGANIZATIONAL UNIT	SOCIAL SECURITY NO.
EVALUATION PERIOD	OVERALL EVALUATION	SUPERVISOR'S SIGNATURE	DATE

THIS SECTION TO BE MUTUALLY DEVELOPED AT BEGINNING OF EVALUATION PERIOD

PERFORMANCE DESCRIPTION (List those tasks, actions and responsibilities that are to be done by the employee during this evaluation period.)

PERFORMANCE STANDARDS (Develop with the employee at beginning of evaluation period. Will describe the conditions that will exist when he is performing satisfactorily each of the tasks, actions and responsibilities listed in the performance description section.)

IF MORE SPACE IS NEEDED, ATTACH ADDITIONAL SHEETS

EMPLOYEE WAS INFORMED OF HIS PROGRESS
AGAINST STANDARDS ON THE FOLLOWING DATES:

MANAGERIAL PERFORMANCE AND IMPROVEMENT REPORT (Continued from other side)
STATE OF NEW JERSEY • DEPARTMENT OF CIVIL SERVICE

THIS SECTION TO BE COMPLETED AT END OF EVALUATION PERIOD

EVALUATION (Compare the employee's actual performance against the standards you mutually developed for the job. Consider both the results and methods used.)

PERFORMANCE IMPROVEMENT INTERVIEW (Inform the employee of his overall rating. Together develop a plan for improved performance during the next evaluation period. Include here specific action to be taken.)

IF MORE SPACE IS NEEDED, ATTACH ADDITIONAL SHEETS

DESIGNED 4/71

Managerial and Supervisory Performance Evaluation and Improvement Report

STATE OF NEW JERSEY • DEPARTMENT OF CIVIL SERVICE

NAME	TITLE	ORGANIZATIONAL UNIT	SOCIAL SECURITY NO.	DATE
EVALUATION PERIOD From..... To.....		OVERALL EVALUATION	SUPERIOR'S SIGNATURE	

THIS SECTION TO BE MUTUALLY DEVELOPED AT BEGINNING OF EVALUATION PERIOD

<p>PERFORMANCE DESCRIPTION (Develop with the manager/supervisor from the job specification, if possible, a complete listing of the actions and responsibilities that are to be actually done by the subordinate during the forthcoming evaluation period. Include both technical segments and segments that make up the direction of subordinates.)</p>	<p>STATEMENT OF AUTHORITIES (Develop from the job responsibilities and actions listed in the PERFORMANCE DESCRIPTION column the extent of the managers'/supervisors' powers, influence and rights in discharging these duties.)</p>	<p>STANDARDS OF PERFORMANCE (Develop standards that will describe the conditions that exist when the managers'/subordinates' responsibilities and authorities are being exercised satisfactorily.)</p>
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IF MORE SPACE IS NEEDED ATTACH ADDITIONAL SHEETS

THE MANAGER SUPERVISOR WAS INFORMED OF HIS PROGRESS AGAINST STANDARDS ON THE FOLLOWING DATES:

MANAGERIAL AND SUPERVISORY PERFORMANCE EVALUATION AND IMPROVEMENT REPORT (Continued from other side)
STATE OF NEW JERSEY • DEPARTMENT OF CIVIL SERVICE

THIS SECTION TO BE COMPLETED AT END OF EVALUATION PERIOD

CRITICAL PERFORMANCE INCIDENTS (List the decisive results or actions that determine whether standards are attained or unattained.)

EVALUATION OF PERFORMANCE (Compare the actual performance of the individual against the expectations listed in the STANDARD OF PERFORMANCE column. Consult other supervisors with whom he deals for a better overall view. Consider both results and methods.)

PERFORMANCE IMPROVEMENT INTERVIEW (Inform him of your overall evaluation of his performance in terms of RESULTS AND METHODS USED. Together develop a plan for improved performance during the next evaluation period that will overcome the problems encountered this period and expected next period. Include specific actions to be taken.)

IF MORE SPACE IS NEEDED ATTACH ADDITIONAL SHEETS

DESIGNED 4/71

Performance Certification and Salary Increase Recommendation

STATE OF NEW JERSEY • DEPARTMENT OF CIVIL SERVICE

INSTRUCTIONS: Complete this form in longhand and submit to Personnel Office. Enter subordinate's Payroll Number and Unit Number in blocks shown at right.



PAYROLL NO.

UNIT NO.

PART I - PERFORMANCE CERTIFICATION

I, _____, certify that the work performance of _____

(Name of Supervisor)

(Name of Employee)

_____ for period beginning _____

(Title of Employee)

and ending _____ has been _____.

I also certify that performance standards were mutually established for this individual and that I periodically informed him of his progress against these standards during the above evaluation period.

Supervisor's Signature _____ Date _____

PART II - SALARY INCREASE RECOMMENDATION

NOTE: If the individual's performance warrants a salary increase and his present step in the salary range permits one, please make an affirmative recommendation below.

SUPERVISOR'S APPROVAL	SIGNATURE	TITLE	DATE
	SUPERIOR'S ENDORSEMENT	SIGNATURE	TITLE
			DATE

EXHIBITS

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Exhibit A	1976 Budget.....	211-221
Exhibit B	Agenda and Minutes of Regular Meeting, April 21, 1976.....	222-234
Exhibit C	Agenda and Minutes of April 21 Meeting -- Filtration Plant.....	235-237
Exhibit D	Agenda and Minutes of April 21 Meeting -- Two Bridges.....	238-240

EXHIBIT A*

- 2 -

NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION

Board of Commissioners

Salaries

1975

Salaries

1976

Chairman
Commissioner
Commissioner
Commissioner
Commissioner
Total Salaries

\$ 6,000.00
5,000.00
5,000.00
5,000.00
5,000.00
26,000.00

Chairman
Commissioner
Commissioner
Commissioner
Commissioner
Total Salaries

\$ 6,000.00
5,000.00
5,000.00
5,000.00
5,000.00
26,000.00

211

Department of Administration, Finance, Insurance Taxes

Salaries

Commission Secretary
Comptroller
Accountant
Jr. Accountant
Sr. Clerk-Steno
Sr. Payroll Clerk-Typist
Payroll Clerk-Typist
1 - Sr. Stenographer
1 - Sr. Stenographer
1 - Stenographer
Switchboard Operator- Clerk
Longevity
Total Salaries

\$ 11,000.00
25,028.00
15,443.00
9,500.00
8,651.00
8,946.00
8,201.00
9,479.00
9,437.00
7,422.00
7,838.00
2,325.00
123,270.00

Salaries

Commission Secretary
Comptroller
Accountant
Jr. Accountant
Sr. Clerk-Steno
Sr. Payroll Clerk-Typist
Payroll Clerk-Typist
1 - Stenographer
1 - Stenographer - Senior
1 - Stenographer
Switchboard Oper.-Clerk
Longevity
Total Salaries

\$ 11,000.00
27,155.00
16,756.00
10,708.00
9,871.00
9,706.00
8,898.00
8,442.00
8,645.00
7,230.00
8,504.00
2,114.00
129,079.00

*Budget Recapitulation Sheet appears on page 90.

Department of Administration, Finance, Insurance, Taxes (cont'd.)

<u>Expenses</u>	<u>1975</u>
Annual Audit	\$ 4,500.00
Telephone & Telemetering Service	9,000.00
Office Supplies	5,000.00
General Expenses	7,000.00
Supplies & Expenses - Eng. Dept.	1,500.00
	<u>\$ 27,000.00</u>

<u>Expenses</u>	<u>1976</u>
Annual Audit	\$ 4,500.00
Telephone & Telemetering Service	11,000.00
Office Supplies	5,000.00
General Expenses	7,000.00
Supplies & Expenses - Eng. Dept.	1,500.00
	<u>\$ 29,000.00</u>

Insurance

General & Vehicle	\$ 27,500.00
Workmen's Compensation	28,000.00
Hospital - Medical - Surgical, Life	58,000.00
	<u>\$ 113,500.00</u>

Insurance

General & Vehicle	\$ 29,000.00
Workmen's Compensation	28,000.00
Hospital - Medical - Surgical, Life	70,000.00
	<u>\$ 127,000.00</u>

Taxes

Real Estate and Taxes	\$ 500,000.00
Social Security	80,000.00
Excess Diversion	28,000.00
Total Taxes	<u>\$ 608,000.00</u>
Total Expenses	\$ 748,500.00
Total Salaries & Expenses	\$ 871,770.00

Taxes

Real Estate and Taxes	\$ 500,000.00
Social Security	80,000.00
Excess Diversion	28,000.00
Total Taxes	<u>\$ 608,000.00</u>
Total Expenses	\$ 764,000.00
Total Salaries & Expenses	\$ 893,079.00

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Departments of Engineering and Electrical

Salaries

Chief Engineer
Asst. Chief Engineer (salary - 1/2 year)
Engineer
Master Electrician
2 - Asst. to Electrician & Pump Opers.-
@ \$ 10,004.
Caretaker - Balancing Reservoir
Labor Utilityman
Longevity
Total Salaries

1975
\$ 28,755.00
9,500.00
18,105.00
16,757.00
20,008.00
8,864.00
8,412.00
3,642.00
\$ 114,043.00

Salaries

Chief Engineer
Engineer
Ass't. Engineer
Master Electrician
2 - Asst.'s to Electrician & Pump Opers.-
@ \$ 10,854.
Longevity
Total Salaries

1976
\$ 31,199.00
19,644.00
11,000.00
18,181.00
21,708.00
4,072.00
\$ 105,804.00

Department of Mechanical

Salaries

Supervisor
Asst. Supervisor
2 - Pump Operators @ \$ 9,548.
1 - Pump Operator
1 - Pump Operator
1 - Pump Operator
3 - Asst. Pump Operators @ \$ 8,693.
1 - Asst. Pump Operator
1 - Asst. Pump Operator
Senior Pipefitter
Pipefitter
Utilityman - Maintenance
Longevity
Total Salaries

\$ 14,178.00
10,900.00
19,096.00
9,234.00
9,087.00
7,900.00
26,079.00
8,253.00
7,000.00
9,600.00
9,490.00
7,400.00
2,301.00
\$ 140,518.00

Salaries

Supervisor
Asst. Supervisor
2 - Pump Operators @ \$ 10,360.
1 - Pump Operator
1 - Pump Operator
1 - Pump Operator
2 - Assistant Pump Opers. @ \$ 9,432.
1 - Assistant Pump Oper.
2 - Assistant Pump Opers. @ \$ 7,400.
Sr. Pipefitter
Pipefitter
Utilityman - Maintenance
Longevity
Total Salaries

\$ 15,383.00
10,500.00
20,720.00
10,320.00
9,717.00
9,100.00
18,864.00
8,600.00
14,800.00
10,500.00
10,275.00
9,041.00
2,184.00
\$ 130,004.00

213

Department of Mechanical (cont'd.)

<u>Expenses</u>	<u>1975</u>	<u>Expenses</u>	<u>1976</u>
Pumping, Power & Light - Ramapo P. Sta.	\$ 95,000.00	Pumping, Power & Light - Ramapo P. Sta.	\$ 95,000.00
Supplies & Expenses - Ramapo P. Sta.	1,500.00	Supplies & Expenses - Ramapo P. Sta.	1,500.00
Bal. Reservoir - Supplies & Expenses	2,500.00	Bal. Reservoir - Supplies & Expenses	2,500.00
<u>Pumping Heating, & Lighting</u>		<u>Pumping Heating, & Lighting</u>	
Electrical Current - Headworks	\$ 35,000.00	Electrical Current - Headworks	\$ 35,000.00
Electrical Current - Aqueduct	900.00	Electrical Current - Aqueduct	1,500.00
Fuel & Fuel Oil	12,000.00	Fuel & Fuel Oil	13,000.00
Total Expenses	\$ 146,900.00	Total Expenses	\$ 148,500.00
Total Salaries & Expenses	\$ 287,418.00	Total Salaries & Expenses	\$ 298,504.00

Department of Purchasing

<u>Salaries</u>		<u>Salaries</u>	
Purchasing Agent	\$ 13,313.00	Purchasing Agent	\$ 14,445.00
Longevity	533.00	Longevity	579.00
	\$ 13,846.00		\$ 15,023.00

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Department of Law

Salary

1975

Salary

1976

Counsel
Contingency Reserve

\$ 18,000.00
20,000.00
\$ 38,000.00

Counsel

\$ 18,000.00

Department Of Utility

Salary

Labor

Supervisor
Assistant Supervisor

\$ 16,818.00
10,500.00

Salaries

Labor Division

Supervisor
Forester (Salary - 9 months)
4 - Labor Utilitymen @ \$ 8,412.
4 - Labor Utilitymen @ \$ 8,408.
2 - Labor Utilitymen @ \$ 6,900.
Maintenance Repairman
Labor Utilityman - Leadman
Fence Mechanic
Senior Machine Operator
2 - Machine Operators @ \$ 8,835.
Head Groundskeeper
3 - Groundskeepers @ \$ 8,979.
Sr. Custodian
Longevity
Salaries

\$ 13,762.00
7,200.00
33,648.00
33,632.00
13,800.00
8,408.00
9,007.00
10,172.00
9,188.00
17,670.00
9,875.00
26,937.00
9,302.00
5,633.00
\$ 208,234.00

Head Groundskeeper
3 - Groundskeepers @ \$ 9,742.
Labor Utilityman - Leadman
5 - Labor Utilitymen - @ \$ 9,127.
4 - Labor Utilitymen - @ \$ 9,123.
1 - Labor Utilityman
1 - Labor Utilityman
Maintenance Repairman
Fence Mechanic
Senior Machine Operator
2 - Machine Operators @ \$ 9,586.
Caretaker - Balancing Reservoir
Longevity
Salaries.

\$ 10,714.00
29,226.00
9,773.00
45,635.00
36,492.00
7,991.00
7,200.00
9,123.00
11,037.00
9,969.00
19,172.00
9,617.00
7,480.00
\$ 240,747.00

Department of Utility (cont'd.)

Crafts & Maintenance Dept.

Salaries

216

Supervisor	
Carpenter	\$ 15,500.00
Mason	10,650.00
Asst. Mason	10,650.00
Painter	7,800.00
Asst. Painter	9,000.00
Stock Control Clerk	7,400.00
1 - Labor Utilityman	8,307.00
Longevity	8,412.00
	1,724.00
Salaries	\$ 79,443.00

Forestry

Salaries

Supervisor	
Labor Utilityman - Leadman	\$ 14,500.00
Groundskeeper	9,007.00
3 - Labor Utilitymen @ \$ 8,412.	8,979.00
1 - Labor Utilityman	25,236.00
1 - Labor Utilityman	8,408.00
1 - Labor Utilityman	7,448.00
1 - Labor Utilityman	7,419.00
2 - Labor Utilitymen @ \$ 6,900.	13,800.00
Longevity	2,757.00
Salaries	\$ 97,554.00

Crafts & Maintenance Division

Salaries

	1976
Carpenter	\$ 11,555
Mason	11,555
Asst. Mason	8,863.
Painter	9,400.
Asst. Painter	8,434.
Stock Control Clerk	9,013.
Sr. Custodian	10,093
Labor Utilityman	7,400
Longevity	1,306
Salaries	\$ 77,619

Forestry Division

Salaries

Forester	\$ 10,000
Labor Utilityman - Leadman	9,322
Groundskeeper	9,742.
2 - Labor Utilitymen - @ \$9,127.	13,254
1 - Labor Utilityman -	9,122
1 - Labor Utilityman	8,589
1 - Labor Utilityman	8,561
3 - Labor Utilitymen - @ \$7,400.	22,200
Longevity	1,215
Salaries	\$ 97,011

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Department of Utility (cont'd.)

Expenses

	<u>1975</u>
Supplies & Expenses: Labor, Forestry & Crafts & Maintenance	\$ 3,000.00
Building, Grounds, & Maintenance Supplies & Expenses (Incl. Stock)	35,000.00
Fence Repair - Replacement & Installation	7,500.00
Summer Work Program	20,000.00
Total Supplies & Expenses	\$ 65,500.00

Expenses

	<u>1976</u>
Supplies & Expenses: Labor, Forestry & Crafts & Maintenance	\$ 3,000.00
Building, Grounds, & Maintenance Supplies & Expenses (Incl. Stock)	35,000.00
Fence Repair - Replacement & Installation	7,500.00
Special Buildings & Grounds Maint. Program	20,000.00
Total Supplies & Expenses	\$ 65,500.00

Department of Laboratory & Water Treatment

Salaries

Supervisor	\$ 17,500.00
Chemist - Asst. Supervisor	13,000.00
Laboratory Technician	7,000.00
1 - Sr. Laboratory Asst.	9,214.00
1 - Sr. Laboratory Asst.	8,597.00
Sanitary Technician	10,051.00
Head of Watershed Sanitation	11,727.00
2 - Sanitary Stream Inspectors @ \$ 9,334.	18,668.00
1 - Sanitary Stream Inspector	8,437.00
Sanitary Inspector	9,334.00
Treatment Plant Operator - Maint.	9,835.00
4- Treatment Plant Operators @ \$ 9,551.	38,204.00
1 - Treatment Plant Operator	9,252.00
1 - Treatment Plant Operator	9,089.00

Salaries

Supervisor	\$ 18,988.00
Chemist - Asst. Supervisor	14,105.00
Laboratory Technician	7,600.00
1 - Sr. Laboratory Assistant	9,997.00
1 - Sr. Laboratory Assistant	9,562.00
Sanitary Technician	10,905.00
Head of Watershed Sanitation	12,724.00
2 - Sanitary Stream Inspectors - @ \$10,127.	20,254.00
1 - Sanitary Stream Inspector	9,602.00
Sanitary Inspector	10,127.00
Treatment Plant Operator - Maint.	10,671.00
5 - Treatment Plant Operators - @ \$10,363.	51,815.00
1 - Treatment Plant Operator	10,324.00
1 - Treatment Plant Operator	9,455.00

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Department of Laboratory & Water Treatment (cont'd.)

Salaries (cont'd.)

1 - Treatment Plant Operator
1 - Treatment Plant Operator
1 - Treatment Plant Operator
Longevity
Salaries

1975
\$ 8,651.00
8,580.00
7,900.00
4,563.00
\$ 209,602.00

Salaries (cont'd.)

1 - Treatment Plant Operator
1 - Treatment Plant Operator
Longevity
Salaries

1976
\$ 9,386.00
9,309.00
5,685.00
\$ 230,609.00

Expenses

Laboratory Supplies & Expenses
Transportation & Auto Expense
Treatment Plant Expenses
Liquid Chlorine
Copper Sulphate
Hydrated Lime
Anhydrous Ammonia
Heating and Power
Total - Supplies & Expenses
Total - Salaries and Expenses

\$ 6,000.00
7,500.00
6,000.00
85,000.00
8,000.00
77,000.00
12,000.00
12,000.00
\$ 213,500.00
\$ 423,102.00

Expenses

Laboratory Supplies & Expenses
Transportation & Auto Expense
Treatment Plant Expenses
Liquid Chlorine
Copper Sulphate
Hydrated Lime
Anhydrous Ammonia
Heating and Power

\$ 6,000.00
7,500.00
6,000.00
105,000.00
8,000.00
65,000.00
12,000.00
16,000.00
\$ 225,500.00
\$ 456,109.00

Department of Police

Salaries

Chief
Captain
Lieutenant
1 - Sergeant
1 - Sergeant
7 - Patrolmen @ \$8,463.

\$ 14,068.00
12,711.00
11,355.00
11,076.00
9,200.00
59,241.00

Salaries

Chief
Captain
Lieutenant
1 - Sergeant
1 - Sergeant
3 - Patrolmen - @ \$9,606.

\$ 15,664.00
14,191.00
12,720.00
12,017.00
10,607.00
29,818.00

Department of Police (cont'd.)

Salaries (cont'd.)

2 - Patrolmen @ \$ 7,900.
3 - Aqueduct Inspectors @ \$ 8,408.
Longevity
Salaries

1975
\$ 15,800.00
25,224.00
1,149.00
\$ 159,824.00

Expenses

Supplies & Expenses
Transportation & Auto Expense
Total Expenses
Total Salaries & Expenses

\$ 3,000.00
4,000.00
\$ 7,000.00
\$ 166,824.00

Salaries (cont'd.)

1 - Patrolman
4 - Patrolmen - @ \$8,972.
1 - Patrolman
3 - Aqueduct Inspectors - @ \$9,123.
Longevity
Salaries

1976
\$ 9,778.00
35,888.00
7,900.00
27,369.00
1,979.00
\$ 176,931.00

Expenses

Supplies & Expenses
Transportation & Auto Expense
Total Expenses
Total Salaries & Expenses

\$ 3,000.00
4,000.00
\$ 7,000.00
\$ 183,931.00

Department of Equipment Repair & Machine Shop

Salaries

Supervisor - Machinist
Chief Mechanic - Asst. Supervisor
1 - Mechanic
1 - Mechanic
Asst. Mechanic

\$ 13,762.00
10,500.00
9,479.00
9,000.00
8,975.00

Salaries

Supervisor - Machinist
Chief Mechanic - Asst. Supervisor
1 - Mechanic
Asst. Mechanic

\$ 14,932.00
11,793.00
10,125.00
9,738.00

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Department of Equipment, Repair & Machine Shop (cont'd.)

Salaries (cont'd.)

	1975
Garage Helper	\$ 6,400.00
Longevity	1,095.00
Total Salaries	\$ 59,211.00

Expenses

Truck Parts & Supplies	9,000.00
Car Parts & Supplies	8,000.00
Total Expenses	\$ 17,000.00
Total Salaries & Expenses	\$ 76,211.00

Other Expenses

Employees' Pension Fund	\$ 81,000.00
Reserve for Overtime Costs	13,000.00
Miscellaneous & Convention Expense	6,500.00
Reserve for Contingencies	121,000.00
Total of Other Expenses	\$ 221,500.00

Salaries (cont'd.)

	1976
Garage Helper	\$ 7,366.00
Longevity	1,198.00
Salaries	\$ 55,142.00

Expenses

Truck Parts & Supplies	\$ 9,000.00
Car Parts & Supplies	8,000.00
Total Expenses	\$ 17,000.00
Total Salaries & Expenses	\$ 72,142.00

Other Expenses

Employees' Pension Fund	\$ 98,000.00
Reserve for Overtime Costs	15,000.00
Miscellaneous & Convention Expense	6,500.00
Reserve for Contingencies	84,088.90
Total of Other Expenses	\$ 203,588.90

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<u>LINE ITEMS</u>	<u>1975</u>	<u>LINE ITEMS</u>	<u>1976</u>
<u>Window Replacements:</u>		None	
(Administration Building; and Pumping Station) (1st. step)	\$ 63,500.00		-0-
<u>Laboratory:</u>			
Atomic absorption unit and accessories	15,000.00		
<u>Electrical Department:</u>			
Power Distribution Heater Panels - (Pumping Station; Control House; Lower Gate House Valve Room).	7,800.00		
Total of Line Items	\$ 86,300.00		

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E. ALBERT MANDEL, COMPTROLLER

EXHIBIT B

AGENDA

WANAQUE/RAMAPO

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

ROLL CALL: CHAIRMAN ORECHIO ___ COMM'RS KRIEGER ___ CONLAN ___ KORIBANICS ___ BLIABLIAS ___

ASSEMBLY BILL NO: 1030: Requirements Completed

ACTION REQUIRED:

1. Wanaque/Ramapo Minutes of March 17, 1976
2. Executive Conference Meeting Minutes of March 17, 1976, Re: (1) Salaries; (2) Personnel Action; (3) Appointment of Management Consultant
3. Conference Meeting No. 6 Minutes of March 17, 1976, Re: (1) Union Contracts for 1975 and 1976-77; (2) Management Consultants' Interviews; (3) Financial Advisers' Meeting
4. Requisitions to be Affirmed and Approved
5. Bills, Payrolls & Disbursements Totaling
6. Overtime
7. Absenteeism and Compensatory Time
8. Appointments for Regular Employment:

- (a) Mr. Eric Lendl, Forester, Employed 9/29/75, (per EAM for JK)
- (b) Mr. Joseph Foley, Assistant Engineer, Employed 10/14/75, (per DCN)

*} effec.
4/26/76 per
EAM's note to
me rec'd
after meeting
(attached to dept
minutes)*

NEW BUSINESS

For Discussion

Sponsor

Correspondence:

9. Notices for Applications for Variances submitted as follows:
 - (a) From Robt. Wachtler in Wanaque, public hearing April 7, 1976;
 - (b) From Precision Industrial Design Co. in Pompton Lakes, public hearing March 23, 1976;
 - (c) From Frank Scangarella on behalf of Anellos in Pequannock, public hearing April 1, 1976;
 - (d) From Fred Iannacone, Esq., on behalf of Sal Salfino in Little Falls, public hearing April 15, 1976.

Ch. Eng. Noll advises no adverse effects.
10. Notice of Public Hearing from Delaware River Basin Commission with public hearing held March 26, 1976; Ch. Eng. advises no adverse effect.
11. Newsletter from Delaware River Basin Commission's Water Resources Association--dated March 5, 1976; per DCN, "...their Council questioning N.J.'s right to divert 100 mgd from Delaware River; this diversion has been practiced for many years through the Delaware Raritan Canal under the terms of the Supreme Court Decree in 1954; this diversion right was contingent upon N.J. supporting construction of a large impoundment on the Delaware River. With N.J.'s withdrawal of support of the Tox Island Project, the rights to this 100 mgd is in jeopardy."
12. Notice of Hearing on application of American Cyanamid Co. scheduled for April 26, 1976; Ch. Eng. advises no adverse effect.

13. Mr. Pat Nardolilli, Local 286, to Chairman Orechio dated April 1, 1976, enclosing Grievance Report dated March 31, 1976, from Charles Albright, requesting Commission meeting on same. *and Union*
14. Grievance Report from Labor Dept. employee, Thomas W. Garrison, dated April 6, 1976. *Union*
15. Mr. Frank N. Hughes, Pres. of A.R.C.A. (Airconditioning & Refrigeration Contractors' Association of N. J., Inc.) dated April 8, 1976, requesting use of pavilion on May 20, 1976. *Request*
16. Certificate dated April 1, 1976 presented to employee Marshal Saltzman from Essex County Vocational & Technical Schools for completion of water course. *" and Laboratory W.T. Report"*
17. Mr. James J. Donoghe, U.S. Dept. of Interior, to Pres. of N.J. Trails Council, dated March 31, 1976, regarding recreational use of Wanaque Aqueduct, enclosing proposal for same.

PENDING BUSINESS

<u>For Discussion</u>	<u>Sponsor</u>
A. Adopt Auditor's Recommendations as Submitted (Re-affirmed Jan. 1976)	- EAM
B. Storeroom Re-organization	- GMF
C. Disposition of Old Records	- FAO
D. Individual Dept. Expenses--Approval by Comm'r-in-Charge	- FAO
E. Stream Inspectors--Add'l Car-Expense Allowance	- FAO
F. Incremental Wages--Minimums/Maximums	- FAO
G. Inequities & Salary Adjustments	- FAO
H. Supervision of Purchasing Agent	- FAO
I. Table of Organization Modification	- FAO
J. Appointment of Gen'l Superintendent	- FAO
K. Engage Add'l Counsel to Assist Counsel Harold Teltser--	- FAO
L. Disposition of N. Nicoletta Case	- JRC
M. Advance payment to Employees (See Auditor's Report)	- FAO
N. Micro-Cable Communication--Lease arrangement for installation of micro-wave tower on Comm. Ppty.	- DCN

Correspondence:

18. Ch. Eng. Noll to Wanaque Borough Clerk, dated March 11, 1976, requesting clarification of present contracts between Frank's Sanitation Service and Wanaque Borough to ascertain billing arrangement; Wanaque Borough advised hold payment of bill for their further advice.
- 19a. Deputy Att'y Gen'l Gregory Schultz of Dept. of Law and Public Safety, to Counsel Teltser, dated March 31, 1976, restating opinion of Safety Dept. that Commission's Police Dept. does come within purview of Police Training Act. *Police Dept.*
- b. Counsel Teltser to NJDWSC dated April 8, 1976, informing that Mr. Schultz advised that Police Training Commission does not intend to take any action with respect to either Patrolmen "incompatible with certification for either." *Police Dept.*
- 20a. Counsel Teltser to NJDWSC dated March 18, 1976, enclosing "Answer" in opposition to Borough of Oakland's "Complaint" with regard to Oakland's water diversions out of Ramapo River Basin; *Ramapo River Division*
- b. Ch. Eng. Noll to Counsel Teltser dated March 26, 1976, advising Counsel of his proposal to alleviate diversion problem, which proposal Ch. Eng. discussed with State authorities;
- c. Richard A. Lustgarten, First Assistant County Counsel of County of Bergen, to Losche & Losche, Esqs., dated April 5, 1976, requesting add'l information and enc'g their Gen'l Denial, as entered;

Oakland's Ramapo River Division

AGENDA
WANAQUE/RAMAPO

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APRIL 21, 1976

- d. Counsel Teltser to Ch. Eng. Noll dated April 8, 1976, enc'g report submitted by Mr. Ray Webster of DEP on Mahwah's application for diversion, and requesting Ch. Eng.'s examination and suggestions.
- e. Ch. Eng. Noll to Mr. Raymond Webster dated April 13, 1976, requesting lowering of by-pass flows by whatever am't diverted.
- 21a. Martin S. Mandon, Esq., on behalf of Lamond Investment Co., to NJDWSC, dated March 18, 1976, advising of corrected amount of taxes due to Lamont in the amount of \$1,293.87 rather than \$1,840.35;
- b. Ch. Eng. to Commissioners, et als, dated March 26, 1976, regarding reduction of assessments on property owned in Ringwood;
- c. Ringwood's Tax Collector, Charles De Deyn, dated March 26, 1976, to NJDWSC informing assessment of property is \$20,200--not \$32,500, and requesting payment of taxes & interest totalling \$3,639.33.
- 22. Mr. Fred Bostel, City of Elizabeth, to Ch. Eng. Noll, dated April 1, 1976, requesting any assistance for City of Elizabeth in answering DEP's request for water supply plans from Elizabeth.

*Oakland-Lamont
Ringwood
Five Dime*

REPORTS OF COMMISSIONERS:

Commissioner Krieger
Commissioner Conlan
Commissioner Koribanics
Commissioner Bliablias
Chairman Frank A. Orechio

REPORTS OF:

Chief Engineer
Counsel
Comptroller
Purchasing Agent
Staff Members (if any)

NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION

WANAUKE/RAMAPO

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

The regular Wanaque/Ramapo meeting of the Commission was called to order at 2:04 P.M., March 17, 1976, at the office of the Commission Headquarters, Wanaque, New Jersey by Chairman Frank A. Orechio.

Upon roll call, Commissioners Charles K. Krieger, Jack R. Conlan, John Koribanics, Dino D. Bliablias and Chairman Frank A. Orechio were recorded present.

Pursuant to the requirements of the Open Public Meetings Act, adequate notice of the meeting was mailed to PATERSON NEWS, PASSAIC HERALD NEWS, all owner-municipalities and the Secretary of State. A notice was also prominently posted in the Wanaque Municipal Building, Wanaque, New Jersey.

Commissioner Conlan offered a motion to approve the Minutes of the March 17, 1976 meeting as submitted, seconded by Commissioner Krieger and unanimously approved upon roll call.

Commissioner Bliablias offered a motion to approve the Minutes of Executive Conference Meeting of March 17, 1976, Re: (1) Salaries; (2) Personnel Action; (3) Appointment of Management Consultant, seconded by Commissioner Conlan and unanimously approved upon roll call.

Commissioner Conlan offered a motion to approve the Minutes of Conference Meeting No. 6 of March 17, 1976, Re: (1) Union Contracts for 1975 and 1976-77; (2) Management Consultants' Interviews; (3) Financial Advisers' Meeting, seconded by Commissioner Krieger and unanimously approved upon roll call.

Commissioner Bliablias offered a motion to ratify Requisition Nos. O-23693 through O-23744 in the total amount of \$13,784.89, seconded by Commissioner Conlan and unanimously adopted.

Commissioner Conlan offered a motion to approve Requisition Nos. O-23747 and O-23748 in the total amount of \$1,057.95, seconded by Commissioner Krieger and unanimously adopted.

Commissioner Conlan offered a motion to approve the following bills and payroll transfers in the amount of \$299,968.24, seconded by Commissioner Krieger and adopted upon roll call, with Commissioner Bliablias abstaining on Voucher No. 1788 payable to Wanaque Sand and Gravel in the amount of \$21, and Voucher No. 1839 payable to Passaic Crushed Stone in the amount of \$27.30.

Commissioner Krieger offered a motion to approve the payment of 33½ hours overtime in the amount of \$251.91 in accordance with the schedules on file in the Comptroller's office, seconded by Commissioner Bliablias and unanimously adopted.

Commissioner Krieger submitted the report of absenteeism for a total of 58 days, and compensatory time as 14½ hours earned and 17 ¾ hours taken, and requested the reports be referred to the Comptroller's office for processing.

At this time, 2:10 P.M., Chairman Orechio noted it was time to open the bids on Contract Nos. 208, 209 and 210.

The following bids were opened by Secretary Searle and publicly read by Chief Engineer Noll:

CONTRACT NO. 208 - THREE OUTBOARD MOTORS

1. Sportsman's Boats & Motors of Hewitt, New Jersey, with bid deposit check \$250
 - Item 1 - \$812
 - Item 2 - \$1,624
 - Item 3 - \$2,436

WANAQUE/RAMAPO

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APRIL 21, 1976

CONTRACT NO. 209 - ONE SALT AND SAND SPREADER

1. W. E. Timmerman Co., Inc., Whitehouse, New Jersey, with certified check \$220
Bid - \$2,219
2. Matcha Machinery Co., Fairfield, New Jersey, with certified check \$178.60
Bid - \$1,786.00
3. The Cumming Co., Inc., Garwood, New Jersey, with Bid Bond
Bid - \$1,795.00
4. A. S. Gilbert, Inc., Kingston, New Jersey, with Bid Bond
Bid - \$2,155

CONTRACT NO. 210 - TWO PICK-UP TRUCKS

1. Edwards Ford, Wayne, New Jersey, with certified check \$971
Item 1 - \$4,295 within 60 days
Item 2 - \$5,409 within 60 days
Item 3 - \$9,704 within 60 days
Item 4 - \$350 trade-in
Item 5 - \$350 trade-in
2. Hawthorne Auto Sales Co., Hawthorne, New Jersey, with two certified checks,
in the amounts of \$457 and \$547
Item 1 - \$4,579 within 30-45 days
Item 2 - \$5,478 within 30-45 days
Item 3 - \$10,057
Item 4 - \$100 trade-in
Item 5 - \$100 trade-in
3. Peter's Chevrolet, Inc., Newark, New Jersey, with certified check \$990
Item 1 - \$4,459
Item 2 - \$5,596
Item 3 - \$10,055
Item 4 - \$300 trade-in
Item 5 - \$500 trade-in

Chairman Orechio referred the bids to Chief Engineer, Counsel and Supervisor Clifford Cooke for review, and subsequently recessed the public meeting and convened an executive conference session at 2:25 P.M.

Chairman Orechio reconvened the Wanaque/Ramapo meeting at 3:40 P.M.

Upon Chief Engineer Noll's recommendation, Commissioner Conlan offered a motion to award Contract No. 208 to Sportsman's Boats and Motors for three outboard motors in the total amount of \$2,436.00, subject to Counsel's approval, seconded by Commissioner Koribanics and unanimously adopted upon roll call.

Upon Chief Engineer Noll and Supervisor Clifford Cooke's recommendations, Commissioner Krieger offered a motion to award Contract No. 209 to Matcha Machinery Co. for their bid of \$1,786, subject to Counsel's approval, seconded by Commissioner Conlan and unanimously approved upon roll call.

Upon Chief Engineer Noll and Supervisor Clifford Cooke's recommendations, Commissioner Conlan offered a motion to award Contract No. 210 to Edwards Ford for Item 1, \$4,295; Item 2, \$5,409; Item 3, \$9,704; Item 4, \$350 trade-in; Item 5, \$350 trade-in; resulting in a net amount of \$9,004, subject to Counsel's approval, seconded by Commissioner Krieger and unanimously adopted upon roll call.

Upon Chief Engineer Noll's recommendation, Commissioner Koribanics offered a motion to appoint Eric Lendl, Forester, as a regular employee, after satisfactory completion of his six-month probation period, effective April 26, 1976, seconded by Commissioner Krieger and unanimously approved.

BILLS PAID

Payroll - 3/26/76	\$ 49,358.69
N. J. Employer Health Benefit Fund	2,134.63
N. J. Dependents Health Benefit Fund	2,516.23
Good-Prod Sales, Inc.	128.95
Consolidated Laundries	17.52
Allis-Chalmers/Industrial Controls Division	232.50
Allis-Chalmers/Switchgear Division	576.60
Xerox Corp.	287.18
John F. Trainor, Inc.	237.50
Edelstein Office Furniture	95.00
White & Shauger, Inc.	73.49
AGL Welding Supply Company	65.10
P. H. Doremus Chemical Company	4,029.60
The Dallock Corporation	1,228.10
New Jersey Bell Telephone Co.	1,130.11
New Jersey Bell Telephone Co.	12.41
Charles Capaci	55.00
Wanaque Sand and Gravel, Inc.	21.00
Public Service Electric and Gas Co.	55.41
Public Service Electric and Gas Co.	15.55
Jersey Central Power and Light Co.	1,504.85
Division of Water Resources-State of N. J.	746.86
John F. Trainor, Inc.	231.25
Public Service Electric and Gas Co.	22.59
Houdaille	20.90
Brewer Associates, Inc.	725.00
Federal Supply Corporation	520.26
Homelite	57.86
W. J. Sutcliffe Company	64.78
Excelsior Lumber Company	85.26
White & Shauger Co.	259.40
Wayne Machine and Welding Co.	54.00
Goodyear Tire & Rubber Company	100.40
Venezias Auto Supplies	45.44
Ten Hoeve Brothers, Inc.	269.30
Gulf Oil Corporation	851.68
Jack's Hardware	28.44
Curtin-Matheson Scientific, Inc.	519.99
Wallace & Tiernan Division/Pennwalt Corp.	420.57
Reliable Electric Motor Repair Co.	137.60
A.G.L. Welding Supply Co.	75.95
The Dallock Corporation	1,256.10
Federal Supply Corporation	41.22
John F. Trainor, Inc.	253.75
Warner Communications, Inc.	60.00
"Public Employees' Retirement System Contributory Ins.	17.81
New Jersey Bell Telephone Company	2.00
International Business Machines	1,311.00
Consolidated Laundries	12.12
N. J. Bell Telephone Company	2.00
Public Service Electric and Gas Company	125.64
Jack Baker	84.70
N. J. Bell Telephone Company	22.69
Federal Supply Corporation	99.74
Gilbert J. Redner, Inc.	60.00
Fairfield Tractor Company	35.55
Biggio Bros., Inc.	107.60
Payroll - 4/9/76	49,466.43
ChemTec Pest Control Corporation	27.00
Warner Communications Co., Inc.	102.45
Gestetner Corporation	238.89
Dean Oil Corporation	1,775.93
Circle Auto Parts, Inc.	17.50
W. J. Sutcliffe Co.	243.92

WANAQUE/RAMAPO

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April 21, 1976

Bills Paid (Con't)

Veasey and Murphy, Inc.	\$ 52.64
Jack's Hardware Store	14.40
Public Service Electric and Gas Co.	182.79
Venezias Auto Supplies	97.10
Passaic Crushed Stone Co., Inc.	27.30
Air Scent Service	15.75
Curtin Matheson Scientific, Inc.	4.69
N. J. Bell Telephone Co.	12.47
Xerox Corporation	120.00
Chris' Camera Center	21.90
Pompton Feed & Supply, Inc.	58.40
Zep Manufacturing Co.	173.25
Shranks Uniform Sales Co.	187.18
Social Security Account	20,520.11
Social Security Account-Administrative Fee	10.00
Adler, Lowengrub & Amiano	3,500.00
Jersey Central Power & Light Company	11,158.13
North Jersey Medical Group	12.00
Suburban Propane	87.41
Haskell Cleaners	29.55
The Paterson News	21.12
Public Service Electric and Gas Co.	43.42
P. H. Doremus Chemical Co.	4,029.60
Pompton Feed and Supply, Inc.	71.25
Venezias Auto Supplies	25.21
Consolidated Laundries	20.63
Kelly & Salles Electrical Supply Inc.	83.08
Xerox Corporation	184.86
Spaldo Paper Company	203.00
Musser Forests, Inc.	157.35
Norman Sheet Metal Co., Inc.	242.30
Goodyear Rubber Products Corporation	37.74
Wallace & Tiernan Division/Pennwalt Corporation	186.71
Circle Auto Parts	24.02
Suburban Propane	484.39
Simplex Time Recorder Co.	267.00
Petty Cash	428.14
Passaic County Stationery Co., Inc.	65.35
Brewer Associates, Inc.	27.84
Sidney Wood	60.00
Ace Reproduction Service	6.50
American Auto Parts	10.35
Colonial Radiator Service	15.00
Circle Auto Parts, Inc.	16.34
Economy Paper & Restaurant Supply Co.	22.80
Good-Prod Sales, Inc.	18.00
Gestetner Corporation	11.45
J & B Business Machines, Inc.	24.22
J & M Laboratory Supplies, Inc.	20.00
Norman Sheet Metal Co., Inc.	13.96
Pompton Feed & Supply Inc.	4.50
Schmitz Safe & Lock Company	15.45
Veteran Overall Dry Cleaning Service, Inc.	742.40
Wanaque Supply, Inc.	25.70
Stanley Davenport	254.50
Louis Longo	46.90
Elwood Tuschmann	177.30
Pitney Bowes	37.50
Mullin Glass Co., Inc.	9.57
Collector of Taxes: Town of Belleville	1,145.40
Collector of Taxes: Town of Bloomfield	302.47
Collector of Taxes: Borough of Bloomingdale	2,619.52
Collector of Taxes: City of Clifton	2,955.00
Collector of Taxes: Township of Little Falls	1,071.56
Collector of Taxes: Town of Montclair	504.60
Collector of Taxes: Town of Nutley	1,041.99

WANAQUE/RAMAPO

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APRIL 21, 1976

Bills Paid (Con't)

Collector of Taxes: Borough of Pompton Lakes	\$ 4,268.51
Collector of Taxes: Borough of Ringwood	69,445.44
Collector of Taxes: Borough of Totowa	61.19
Collector of Taxes: Borough of Wanaque	31,623.44
Collector of Taxes: Township of Wayne	3,885.44
Collector of Taxes: Township of West Milford	290.16
Collector of Taxes: Township of Pequannock	77.40
Meskers Inc.	89.50
Paul Genuardo (Travel allowance)	125.00
Louis Cancelli (Travel allowance)	125.00
Samuel Schein (Travel allowance)	125.00
Byron Sloat (Travel allowance)	125.00
Dominick Tavoletto (Travel allowance)	125.00
Sam Goldstein (Travel allowance)	105.00
Paul Lilofa (Travel allowance)	105.00
Rocco Musillo (Travel allowance)	105.00
International Harvester Company	18.24
N.J.D.W.S.C. (Transfer to 1st Nat'l State Bank)	595.76
N.J.D.W.S.C. (Transfer to Trust Co. of N.J.)	82.51
N. J. Bell Telephone Co.	12.69
Excelsior Lumber & Millwork Co., Inc.	25.19
Xerox Corporation	6.75
N. J. Bell Telephone Co.	1,157.04
The Terre Company	883.80
N. J. Bureau of Forestry	45.00
Executive Business Machines Co., Inc.	166.00
Jersey Central Power & Light Co.	1,453.24
Amsterdam Pen Company	39.22
Dean Oil Corporation	123.03
Venezia's Auto Supplies	24.71
Jackson and Perkins Co.	182.00
The Dallock Corporation	1,186.10
Goodyear Tire Company	71.60
Excelsior Lumber Company	153.58
N. J. Employer Health Benefit Fund	2,115.08
N.J. Dependents Health Benefit Fund	2,478.77
Standard Signs, Inc.	28.80
TOTAL	\$ 299,968.24

* * * * *

FINANCIAL STATEMENT

FUNDS ON DEPOSIT IN CHECKING ACCOUNTS	\$ (-)34,234.68
FUNDS ON DEPOSIT IN SAVINGS ACCOUNTS (OPERATIONS)	945,845.40
TOTAL AS OF 4/21/76	<u>\$ 911,610.72</u>

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WANAQUE/RAMAPO

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APRIL 21, 1976

Upon Chief Engineer Noll's recommendation, Commissioner Krieger offered a motion to appoint Joseph Foley, Assistant Engineer, as a regular employee, after satisfactory completion of his six-month probation period, effective April 26, 1976, seconded by Commissioner Conlan and unanimously approved.

CORRESPONDENCE

Notices for Applications for Variances were reported as follows: (a) Robert Wachtler in Wanaque, public hearing April 7, 1976; (b) Precision Industrial Design Co. in Pompton Lakes, public hearing March 23, 1976; (c) Frank Scangarella on behalf of Anellos in Pequannock, public hearing April 1, 1976; (d) Fred Iannacone, Esq., on behalf of Sal Salfino in Little Falls, public hearing April 15, 1976. Chief Engineer Noll advised no adverse effects.

A notice of a public hearing from the Delaware River Basin Commission with public hearing held March 26, 1976, was reported. Chief Engineer Noll advised no adverse effect.

✓ A Newsletter from the Delaware River Basin Commission's Water Resources Association, dated March 5, 1976, was reported. Chief Engineer Noll advised their Council is questioning N. J.'s right to divert 100 mgd from the Delaware River; this diversion has been practiced for many years through the Delaware Raritan Canal under the terms of the Supreme Court Decree in 1954; this diversion right was contingent upon N. J. supporting construction of a large impoundment on the Delaware River. With N. J.'s withdrawal of support of the Tocks Island Project, Chief Engineer Noll stated the rights to this 100 mgd is in jeopardy.

✓ After discussion, Chairman Orechio directed Chief Engineer Noll to write to Commissioner Bardin of the Department of Environmental Protection regarding the danger of losing this 100 million-gallon diversion, which would result in a greater need by N. J. for the Two Bridges' Project.

A notice of a hearing on an application for water diversion from the American Cyanamid Co., scheduled for April 26, 1976, was reported. Chief Engineer Noll advised no adverse effect, since in essence, the water will be used and subsequently returned to the stream.

A letter from Mr. Pat Nardolilli, Local 286, to Chairman Orechio, dated April 1, 1976, enclosing Grievance Report dated March 31, 1976, from Charles Albright, was reported.

After discussion, Chairman Orechio noted the interpretation of the Commission of the Union Contract establishes that Mr. Albright did not, in fact, work seven consecutive working days and, therefore, was not entitled to double-time reimbursement and directed Counsel Teltser reply to Mr. Nardolilli's letter, informing him of the consensus of the Commission.

Regarding a Grievance Report submitted from Labor Department employee Thomas Garrison, dated April 6, 1976, Chief Engineer Noll stated the Commission is not adverse to promoting its own personnel and noted the last three Treatment Plant Operator positions were filled by Commission employees. In consideration to the more technical personnel requirements necessary for the upcoming Filtration Plant, Chief Engineer Noll informed Mr. William Dewey was hired to fill the position of Treatment Plant Operator since he has one year of college in the technical field, with a background in Chemistry.

Chairman Orechio directed Secretary Searle to write to the Union, referring them to the grievance procedure contained in the Union Contract.

A letter from Mr. Frank N. Hughes, President of A.R.C.A. of N. J., Inc., dated April 8, 1976, requesting use of the pavilion on May 20, 1976, was reported.

Commissioner Conlan offered a motion to grant permission to A.R.C.A. of N. J., Inc. for use of the pavilion on May 20, 1976, subject to their compliance with Commission rules and regulations, seconded by Commissioner Koribanics

WANAQUE/RAMAPO

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APRIL 21, 1976

and unanimously approved.

A letter from Mr. Joe Miceli, President of the Wanaque Coaches Association, dated April 20, 1976, requesting use of the pavilion on May 8 or 9, 1976, was reported.

Commissioner Koribanics offered a motion to grant permission to the Wanaque Coaches Association for use of the pavilion on May 8 or 9, 1976, subject to their compliance with Commission rules and regulations, seconded by Commissioner Conlan and unanimously adopted.

A Certificate dated April 1, 1976, received by Commission employee Marshal Saltzman from Essex County Vocational and Technical Schools for his completion of a water course, was reported.

In line with upgrading positions of existing Commission employees, Commissioner Conlan expressed his congratulations to Mr. Saltzman for his interest in expanding his knowledge.

A letter from Jr. James J. Donoghue, U. S. Department of the Interior, to President of New Jersey Trails Council, dated March 31, 1976, regarding recreational use of Wanaque Aqueduct, enclosing proposal for same, was reported and after discussion, filed.

A letter from Chief Engineer Noll to Wanaque Borough Clerk, dated March 11, 1976, requesting clarification of present contracts between Frank's Sanitation Service and Wanaque Borough to ascertain billing arrangement, was reported. The Chief Engineer informed that the Borough advised holding payment of the bill for their further advice.

A letter from Deputy Attorney General Gregory Schultz, Department of Law and Public Safety, to Counsel Teltser, dated March 31, 1976, restating opinion of Safety Department that Commission's Police Department does come within the purview of the Police Training Act; letter from Counsel Teltser to N.J.D.W.S.C. dated April 8, 1976, informing that Mr. Schultz advised that the Police Training Commission does not intend to take any action with respect to either Patrolman "incompatible with certification for either," were reported.

After discussion, Chairman Orechio requested Counsel Teltser to determine which policemen have certified and suggested reclaiming the guns presently being carried by the policemen who have not qualified under the Police Training Commission, until such time as they have qualified. Chairman Orechio referred the matter to Counsel to bring to a conclusion as soon as possible.

A letter from Counsel Teltser to N.J.D.W.S.C. dated March 18, 1976, enclosing copy of an "Answer" in opposition to the Borough of Oakland's "Complaint" with regard to Oakland's water diversion out of the Ramapo River Basin; letter from Chief Engineer Noll to Counsel dated March 16, 1976, advising Counsel of his proposal to alleviate diversion problem, which proposal Chief Engineer discussed with State authorities; copy of a letter from Richard A. Lustgarten, First Assistant County Counsel of the County of Bergen, to Losche & Losche, Esqs., dated April 5, 1976, requesting additional information and enclosing their General Denial, as entered; letter from Counsel Teltser to Chief Engineer Noll dated April 8, 1976, enclosing report submitted by Mr. Ray Webster of the Department of Environmental Protection on Mahwah's application for diversion, and requesting Chief Engineer's examination and suggestions; letter from Chief Engineer Noll to Mr. Webster dated April 13, 1976, requesting lowering of by-pass flows by whatever amount is diverted, were reported.

The Chief Engineer informed he forwarded a copy of the Commission's resolution approved at last month's meeting to Mr. Ray Webster regarding the request for lowering the Commission's drafts with the amount of water diverted.

Letter from Martin S. Mandon, Esq., on behalf of Lamont Investment Co. to N.J.D.W.S.C. dated March 18, 1976, advising of corrected amount of taxes due to Lamont in the amount of \$1,293.87 rather than \$1,840.35, was reported. Comptroller Mandel verified the amount as being correct, which

WANAQUE/RAMAPO

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APRIL 21, 1976

amount does not include any penalties or interest. After discussion, Commissioner Krieger offered a motion to pay to Lamont Investment Co. that portion of real estate taxes they paid to the Town of Ringwood for Commission-owned property, amounting to \$1,293.87. The motion, seconded by Commissioner Bliablias, was unanimously adopted upon roll call.

✓ A letter from Mr. Fred Bostel, City of Elizabeth, to Chief Engineer Noll, dated April 1, 1976, requesting any assistance for City of Elizabeth in answering the Department of Environmental Protection's request for water supply plans from Elizabeth, was reported.

✓ Chief Engineer Noll noted the City of Elizabeth should inform Water Policy & Supply Council by letter that the only way the City can safeguard against droughts is by having a sufficient water supply, which safe yield would be satisfied with the State's approval of the Two Bridges' Project.

✓ Chairman Orechio directed the Chief Engineer to write to the City of Elizabeth requesting them to send copies of their reply to both the Department of Environmental Protection and Water Policy & Supply Council.

Letter to Commissioners, et als, from Chief Engineer dated March 26, 1976, regarding reduction of assessments on property owned in Ringwood; letter from Ringwood's Tax Collector, Charles De Deyn, dated March 26, 1976, to N.J.D.W.S.C., informing assessment of property is \$20,000--not \$32,500--and requesting payment of taxes and interest totalling \$3,639.33, were reported.

After discussion, Commissioner Koribanics offered a motion to refer the matter to Counsel, seconded by Commissioner Krieger and unanimously approved.

COMMISSION REPORTS

Commissioner Krieger submitted the report of the Utilities Department.

Commissioner Conlan submitted the report of the Laboratory and Water Treatment Department.

Commissioner Conlan offered a motion to confirm the employment of Mr. William Dewey, Treatment Plant Operator, retroactive to April 5, 1976, with a three-month probationary period, at an annual salary of \$9,100, seconded by Commissioner Bliablias and unanimously approved.

Commissioner Koribanics submitted the reports of the Utilities Department and the Forestry Department.

By request of Chief Destito, Commissioner Bliablias offered a motion granting the Chief permission to attend the annual Police Chief's convention in Cape May, New Jersey, from June 20 through 24, 1976, advancing Chief Destito \$150 for expenditures to be accounted for by voucher upon his return from the convention. The motion, seconded by Commissioner Conlan, was unanimously approved.

✓ Commissioner Krieger requested the Commission consider charging a fee to profit-making organizations when the Commission grants permission to them for use of its pavilion.

Chairman Orechio directed the Secretary to place Commissioner Krieger's request on May's Agenda for discussion.

Commissioner Krieger offered a motion directing Counsel to prepare a contract of employment between Management Consultant Walter Wechsler and the N.J.D.W.S.C., reflecting the scope of the assignment as represented by the written proposal submitted by Mr. Wechsler, with an effective date of April 19, 1976. The motion, seconded by Commissioner Conlan, was unanimously adopted upon roll call.

Commissioner Koribanics offered a motion that since Glen Ridge has paid 100 per cent of its 1976 budget appropriation, to pay the Town of Glen

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Ridge its share of the Bayonne water sales in the amount of \$2,509.24, seconded by Commissioner Conlan and adopted upon roll call, with Commissioner Bliablias abstaining on the motion.

Chairman Orechio submitted the reports of the Equipment Repair and Machine Shop, the Mechanical Department and the Engineering Department.

Chairman Orechio reported each Commissioner received a bound copy of the December 31, 1976 audit report, and deferred action on the report until the next meeting, thereby granting the Commissioners time to review the comprehensive report.

CHIEF ENGINEER'S REPORT

Chief Engineer Noll reported the reservoir elevation is 301.83, representing a storage of 29.19 billion gallons, or 98.9 per cent of capacity. The draft continues to be low, 83.9 mgd for the month to date; .84 inches of rain fell since the beginning of the month.

In regard to a letter from Kaplan and Stier of February 20, 1976, as reported last month, requesting parking on Commission property in Bloomfield, Chief Engineer Noll informed he is waiting for information on the depth of the aqueduct in the subject area.

COUNSEL'S REPORT

Counsel Teltser submitted his oral resignation as Counsel to the North Jersey District Water Supply Commission's Wanaque/Ramapo system, effective immediately, and read the following resolution for the Commission's consideration:

"WHEREAS, there has been a material increase in the volume of services required of Counsel for the Wanaque/Ramapo business, plus the Filtration Plant Project and the Two Bridges' Project, with a further anticipated increase of such volume; and

WHEREAS, it appears to be in the best interest of the Commission to divide the responsibility of Counsel to more effectively discharge the needs of the Commission.

RESOLVED, that the position of Special Counsel to the Commission for the Filtration Plant and the Two Bridges' Project be and is hereby created and that Harold R. Teltser be and is hereby appointed as Special Counsel to continue for the Filtration Plant Project and the Two Bridges' Project at terms of compensation to be mutually agreed upon at the May meeting of the Commission, and

IT IS FURTHER RESOLVED, that George J. Minish, Esq., be and is hereby appointed to the position of Counsel for the N.J.D.W.S.C.'s Wanaque-Ramapo system, forthwith, at an annual salary of \$18,500."

Commissioner Bliablias offered the foregoing resolution and amended it to include the acceptance of the resignation as Counsel to the N.J.D.W.S.C.'s Wanaque/Ramapo system as proffered by Harold R. Teltser, seconded by Commissioner Conlan.

Chairman Orechio noted that George J. Minish, Esq., is a graduate engineer of Steven's Institute of Technology, and with this experience and background, the job for the Chief Engineer would become easier, as confirmed by Chief Engineer Noll.

The motion, seconded by Commissioner Conlan, was adopted upon roll call, with Commissioners Krieger and Koribanics abstaining on the motion.

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COMPTROLLER'S REPORT

In answer to Commissioner Bliablias' question, Chairman Orechio stated he requested Comptroller Mandel to turn over to the Management Consultants the auditor's report of December 31, 1976 and the auditor's letter regarding recommendations dated April 6, 1976, which letter includes recommendations of prior auditors from 1973.

There being no further Wanaque/Ramapo business, Chairman Orechio adjourned the meeting at 5:20 P.M.

Respectfully submitted,

C. William Searle,
Secretary

CWS:LV

EXHIBIT C

AGENDA

FILTRATION PLANT

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

ROLL CALL: CHAIRMAN ORECHIO ___ COMM'RS KRIEGER ___ CONLAN ___ KORIBANICS ___ BLIABLIAS ___

ASSEMBLY BILL NO. 1030: Requirements Completed

ACTION REQUIRED:

1. Filtration Plant Minutes of March 17, 1976

For Discussion

Sponsor

Pending: A. Legal Agreement with Attorney Re: F.P. - JRC *w*
(& T.B.)
B. Interviewing Supervisory Engineers - JRC *on*

Correspondence:

2. Barnett & Herenchak to Ch. Eng. Noll dated March 12, 1976--Progress Report since last report of Feb. 12, 1976. *Gen'l Cou.*
3. Alvord, Burdick & Howson to Ch. Eng. Noll dated March 9, 1976, enclosing Fifth Statement covering Preparation of Plant for F.P. *Financial*
- * 4a. Krauser & Welsh, Appraisers, to Counsel Teltser, dated March 31, 1976, regarding discussion with Ch. Eng. Noll on (a) Treatment Plant Access, (b) Interior One-acre Site near Treatment Plant, (c) Railroad right-of-way, (d) Tax Appeal; *Gen'l Cou.*
b. Ch. Eng. Noll to Krauser & Welsh, dated April 1, 1976, enclosing two maps showing proposed access route into treatment plant. *Gen'l Cou.*
5. Bill from B & H AND A, B & H dated April 12, 1976 in the amount of \$156,600. *Financial*

REPORTS OF COMMISSIONERS

REPORTS OF:

Chief Engineer
Counsel
Comptroller
Purchasing Agent

- * Also listed on Two Bridges' Agenda by reason of "(c) Railroad right-of-way"

NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION

FILTRATION PLANT

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

The regular Filtration Plant meeting of the Commission was called to order at 5:20 p.m., April 21, 1976, at the office of the Commission Headworks, Wanaque, New Jersey by Chairman Frank A. Orechio.

Commissioners Charles K. Krieger, Jack R. Conlan, John Koribanics, Dino D. Bliablias and Chairman Frank A. Orechio were recorded present.

Pursuant to the requirements of the Open Public Meetings Act, adequate notice of the meeting was mailed to PATERSON NEWS, PASSAIC HERALD NEWS, all owner-municipalities and the Secretary of State. A Notice was also prominently posted in the Wanaque Municipal Building, Wanaque, New Jersey.

Commissioner Conlan offered a motion to approve the Filtration Plant Minutes of March 17, 1976, as prepared, seconded by Commissioner Bliablias and unanimously adopted.

Chief Engineer Noll reported fifty-five responses have been received from various firms interested in construction supervision, and a short resume of each firm has been submitted to the Commission.

Chairman Orechio directed Chief Engineer Noll to acknowledge receipt of all letters received from engineering firms.

Chief Engineer Noll informed final plans from the consulting engineers are expected by May 19, 1976.

Chairman Orechio directed Chief Engineer Noll to gather information on similar filtration plant installations, including site locations and pictures, to distribute to the Commission. The Chairman stated this should be a prerequisite to acceptance of plans and specifications.

✓ After discussion, Thursday, May 20, 1976, was set as the day for initial interviews of firms interested in construction supervision.

A Progress Report submitted by Barnett & Herenchak and Alvord, Burdick and Howson to Chief Engineer Noll dated March 12, 1976 was reported.

Regarding a bill received from Barnett & Herenchak dated March 9, 1976, in the total amount of \$156,600, Chief Engineer Noll informed payment of this bill will result in 83% of total billing to date, although the Commission will only be at 75% payment level because 10% is always withheld.

Chairman Orechio noted when the bill is paid, the Commission will have paid \$900,000 out of the maximum total of \$1.2 million; therefore, after payment of the subject bill, there should be an auditing of the design engineers' records.

Commissioner Conlan offered a motion to approve payment of the bill from Barnett & Herenchak and Alvord, Burdick & Howson in the amount of \$156,600, representing a progress payment for the design engineering on the Filtration Plant, seconded by Commissioner Koribanics and unanimously adopted upon roll call.

A letter from Krauser & Welsh, Appraisers, to Counsel Teltser, dated March 31, 1976, regarding discussion with Chief Engineer Noll on (a) Treatment Plant Access, (b) Interior One-acre Site near Treatment Plant, (c) Railroad right-of-way, (d) Tax Appeal, was reported.

In answer to Chairman Orechio's question, Counsel Teltser informed he and Chief Engineer Noll are prepared to review for comparison purposes two other appraising firms.

FILTRATION PLANT

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✓ Chairman Orechio questioned if Counsel Teltser had considered the idea of appealing the tax assessments for the entire pipeline owned by the NJDWSC, as stipulated in Krauser and Welsh's letter. Counsel stated he would prefer to defer discussion until the Commission's acquisitions of the Erie Lackawanna right-of-way and the Filtration Plant right-of-way matters.

Chief Engineer Noll reported he attended a meeting in Chicago with the consulting engineers. Their architect presented for consideration plans for two types of roof constructions for the Filtration Plant--- either barrel-type or flat.

✓ After discussion and recommendation of Chief Engineer Noll, the Commission agreed to the flat roof construction.

Chief Engineer Noll informed he will be attending another meeting in Chicago on Friday. One topic of discussion will be on "computerization" as opposed to "instrumentation" for the Filtration Plant.

There being no further Filtration Plant business, Chairman Orechio adjourned the meeting at 5:55 p.m.

Respectfully submitted,

C. William Searle,
Secretary

CWS:ar

EXHIBIT D

AGENDA

TWO BRIDGES

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

T.B.

ROLL CALL: CHAIRMAN ORECHIO ___ COMM'RS KRIEGER ___ CONLAN ___ KORIBANICS ___ BLIABLIAS ___

ASSEMBLY BILL NO. 1030: Requirements Completed

ACTION REQUIRED:

1. Two Bridges' Minutes of March 17, 1976

	<u>For Discussion</u>	<u>Sponsor</u>
<u>Pending:</u>	A. Legal Agreement with Attorney Re: T.B. (& F. P.)	- JRC <i>on</i>
	B. Current situation with Hackensack Water Co. & P.V.W.C.	- JRC <i>on</i>

Correspondence:

2. Mr. Russell I. Fries, Director Great Falls Historic District, Dept. of Community Development, to NJDWSC, dated April 5, 1976, requesting information the Commission presented to WP&SC for Paterson's analyzation of safe yield of reservoir system. *Paterson*
3. Notice of Hearing dated April 5, 1976 on NJDWSC and Hackensack Water Co.'s Applications, listing hearing dates. *Gen'l Coll.*
4. Krauser & Welsh, Appraisers, to Counsel Teltser, dated March 31, 1976, regarding discussion with Ch. Eng. Noll on (a) Treatment Plant Access, (b) Interior One-acre Site near Treatment Plant, (c) Railroad right-of-way, (d) Tax Appeal; *Gen'l Coll.*
5. Mr. Rocco Ricci, Deputy Comm'r of DEP, to Chairman Orechio, dated April 8, 1976 in response to Chairman's letter of Jan. 15, 1976 & regarding extended hearing schedules contemplated before decision by DEP. *Gen'l Coll.*

REPORTS OF COMMISSIONERS

REPORTS OF:

Chief Engineer
Counsel
Comptroller
Purchasing Agent

NORTH JERSEY DISTRICT WATER SUPPLY COMMISSION

TWO BRIDGES

REGULAR MEETING - WEDNESDAY, APRIL 21, 1976

The Two Bridges' meeting of the Commission was called to order at 6:00 p.m., April 21, 1976, at the office of the Commission Headworks, Wanaque, New Jersey, by Chairman Frank A. Orechio.

Commissioners Charles K. Krieger, Jack R. Conlan, John Koribanics, Dino D. Bliablias and Chairman Frank A. Orechio were recorded present.

Pursuant to the requirements of the Open Public Meetings Act, adequate notice of the meeting was mailed to PATERSON NEWS, PASSAIC HERALD NEWS, all owner-municipalities and the Secretary of State. A Notice was also prominently posted in the Wanaque Municipal Building, Wanaque, New Jersey.

Commissioner Conlan offered a motion to approve the Two Bridges' Minutes of March 17, 1976 meeting as presented, seconded by Commissioner Koribanics and unanimously adopted.

CORRESPONDENCE

A letter from Russell I. Fries, Director Great Falls Historic District, Department of Community Development, to NJDWSC, dated April 5, 1976, requesting information the Commission presented to Water Policy and Supply Council for Paterson's analyzation of safe yield of reservoir system was reported.

Chairman Orechio directed Chief Engineer Noll to respond to the letter.

A Notice of Hearing dated April 5, 1976 on NJDWSC and Hackensack Water Company's Applications, listing hearing dates, was reported.

A letter from Krauser & Welsh, Appraisers, to Counsel Teltser, dated March 31, 1976, regarding discussion with Chief Engineer Noll on (a) Treatment Plant Access, (b) Interior One-acre Site near Treatment Plant, (c) Railroad right-of-way, (d) Tax Appeal, was reported.

A letter from Mr. Rocco Ricci, Deputy Commissioner of the Dept. of Environmental Protection, to Chairman Orechio, dated April 8, 1976 in response to Chairman's letter of January 15, 1976 and regarding extended hearing schedules contemplated before decision by DEP, was reported.

Chief Engineer Noll stated he re-scheduled the meeting with representatives from the Hackensack Water Company for the next regular meeting.

Chief Engineer Noll reported receipt of a report from Justin & Courtney, Inc., Consulting Engineers, regarding a study of the power-generation capabilities of the Great Falls in Paterson.

For the purpose of minimizing cross-examination by Water Policy and Supply Council at its meetings with Commission personnel, Commissioner Conlan suggested, with the agreement of all Commissioners, granting authority to Chief Engineer Noll and Counsel in presenting to the State any information which they deem pertinent.

Chairman Orechio reported that on May 25, 1976, the American Arbitration Association is conducting an Industrial Relations Issues' Conference in Hightstown, New Jersey.

TWO BRIDGES

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In accordance with Chairman Orechio's suggestion, Commissioner Koribanics offered a motion authorizing the Chief Engineer and Comptroller to attend the conference, seconded by Commissioner Bliablias and unanimously adopted.

At this time, 6:10 p.m., Chairman Orechio welcomed George J. Minish, Esq., as newly-appointed Counsel to the Wanaque-Ramapo project.

There being no further Two Bridges' business, Chairman Orechio adjourned the meeting at 6:15 p.m., upon motion made by Commissioner Bliablias, seconded by Commissioner Conlan and unanimously adopted.

Respectfully submitted,

C. William Searle,
Secretary

CWS:ar